INTEGRATED TALENT MANAGEMENT ENTERPRISE AS A FRAMEWORK FOR
FUTURE ARMY TALENT MANAGEMENT

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE
General Studies

by

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2015

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REPORT DOCUMENTATION PAGE

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Form Approved
OMB No. 0704-0188

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Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. **PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.**

1. REPORT DATE *(DD-MM-YYYY)* 12-06-2015	**2. REPORT TYPE** Master's Thesis	**3. DATES COVERED** *(From - To)* AUG 2014 – JUNE 2015
4. TITLE AND SUBTITLE Integrated Talent Management Enterprise as a Framework for Future Army Talent Management		**5a. CONTRACT NUMBER**
		5b. GRANT NUMBER
		5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S) John A. Morgan, MAJ, USA		**5d. PROJECT NUMBER**
		5e. TASK NUMBER
		5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Command and General Staff College ATTN: ATZL-SWD-GD Fort Leavenworth, KS 66027-2301		**8. PERFORMING ORG REPORT NUMBER**
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)		**10. SPONSOR/MONITOR'S ACRONYM(S)**
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION / AVAILABILITY STATEMENT
Approved for Public Release; Distribution is Unlimited

13. SUPPLEMENTARY NOTES

14. ABSTRACT
The *2014 Army Strategic Planning Guidance,* as well as the *2014 Army Operating Concept*, both highlight that adaptive and innovative leaders are an essential requirement for the Army in the complex and uncertain future environment. However, the Army's current system of officer talent and career management is criticized as being an "archaic" system that works counter to this strategic requirement. In addition, a September 2014 study conducted by the Army Science Board determined that the strategic goals of the Army are incompatible with its current system of talent management. As a solution, the Army Science Board recommends the Army institute an Integrated Talent Management Enterprise (ITME) that would enable the Army to produce the type of adaptive leaders required to "win" in the complex future environment. The purpose of this thesis is to assess the ITME model recommended by the Army Science Board as an effective talent management framework in order to determine its impact on future Army officer talent management strategy. To conduct this assessment I will utilize the principles of effective talent management identified in the 2012 Massachusetts Institute of Technology Sloan School of Management (MIT Sloan) paper entitled "Six Principles for Effective Global Talent Management." These principles are (1) alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs, and (6) employer branding through differentiation.

15. SUBJECT TERMS
Talent Management, Integrated Talent Management Enterprise (ITME), Principles of Effective Talent Management

16. SECURITY CLASSIFICATION OF:			**17. LIMITATION OF ABSTRACT**	**18. NUMBER OF PAGES**	**19a. NAME OF RESPONSIBLE PERSON**
a. REPORT	**b. ABSTRACT**	**c. THIS PAGE**	(U)	111	**19b. PHONE NUMBER** *(include area code)*
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Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std. Z39.18

MASTER OF MILITARY ART AND SCIENCE

THESIS APPROVAL PAGE

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                 Army Talent Management

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The opinions and conclusions expressed herein are those of the student author and do not
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any other governmental agency. (References to this study should include the foregoing
statement.)

ABSTRACT

INTEGRATED TALENT MANAGEMENT ENTERPRISE AS A FRAMEWORK FOR FUTURE ARMY TALENT MANAGEMENT, by MAJ John A. Morgan, 111 pages.

The *2014 Army Strategic Planning Guidance*, as well as the *2014 Army Operating Concept,* both highlight that adaptive and innovative leaders are an essential requirement for the Army in the complex and uncertain future environment. However, the Army's current system of officer talent and career management is criticized as being an "archaic" system that works counter to this strategic requirement. In addition, a September 2014 study conducted by the Army Science Board determined that the strategic goals of the Army are incompatible with its current system of talent management.

As a solution, The Army Science Board recommends the Army institute an Integrated Talent Management Enterprise (ITME) that would enable the Army to produce the type of adaptive leaders required to "win" in the complex future environment. The purpose of this thesis is to assess the ITME model recommended by the Army Science Board as an effective talent management framework in order to determine its impact on future Army officer talent management strategy. To conduct this assessment I will utilize the principles of effective talent management identified in the 2012 Massachusetts Institute of Technology Sloan School of Management (MIT Sloan) paper entitled "Six Principles for Effective Global Talent Management." These principles are (1) alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs, and (6) employer branding through differentiation.

ACKNOWLEDGMENTS

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ACRONYMS

ALDS   Army Leader Development Strategy

AOC   Army Operating Concept

ASB   Army Science Board

ASPG   Army Strategic Planning Guidance

DOPMA   Defense Officer Personnel Management Act

GE   General Electric

IBM   International Business Machines Corporation

OPMS   Officer Personnel Management System

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CHAPTER 1

INTRODUCTION

Talent Management as a Component of Army Strategy

In the Foreword to the *2014 Army Strategic Planning Guidance* (ASPG),

Secretary of the Army John M. McHugh and Chief of Staff of the Army Raymond T.

Odierno stated, "The foundation of the Army rests in Army leaders who can adapt to the

challenges posed by a complex future environment."[1] As the Army examines its role and

mission within the future operating environment, the requirement to have the "right" type

of leader is an essential component of its strategic calculations. This human necessity is a

strategic requirement for the Army as it reframes its overarching strategy in the 2014

ASPG and is integral as the Army describes how it will accomplish its global mission in

support of National Policy Goals and Objectives.

The 2014 ASPG identifies priorities for the Army that guide its strategic approach

to the future operating environment.[2] These strategic priorities are: (1) Adaptive Army

Leaders for a Complex World, (2) A globally Responsive and Regionally Engaged Army,

(3) A Ready and Modern Army, (4) Soldiers Committed to Our Army Profession, and (5)

The Premier All Volunteer Army.[3] The priority, Adaptive Army Leaders for a Complex

World, is defined as:

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[1] Department of the Army, *2014 Army Strategic Planning Guidance*, Foreword, accessed October 26, 2014, defenseinnovationmarketplace.mil/resources/ASPG2014.pdf.

[2] Ibid., 3.

[3] Ibid.*,* 18.

Soldiers and civilians across the Total Army with the morals, ethics, individual toughness, fighting spirit, intellectual capacity, tactical competence, technical proficiency, and strategic perspective to understand the complex contemporary security environment and Unified Action partner capabilities to better lead Army, Joint, Interagency, Intergovernmental, and Multinational task forces and teams to prevail in peace and war.[4]

These are the crucial skills, knowledge, and characteristics of adaptable leaders that the Army requires to be successful in the complex future operating environment. Adaptive leaders who possess these attributes represent an important investment for the Army because, "the Army cannot respond to future unknown challenges without developing adaptable leaders today."[5]

The *United States Army Operating Concept (AOC): Win in a Complex World*, published in October 2014, describes how future Army forces will accomplish campaign objectives and protect national interests as part of joint, inter-organizational and multinational efforts.[6] In the Preface to the AOC, General David Perkins, Commanding General U.S. Army Training and Doctrine Command, states the problem the AOC focuses on is how to "Win in a Complex World," because "the environment the Army will operate in is unknown, the enemy is unknown, the location is unknown, and the coalitions involved are unknown."[7] Due to the uncertainty of the future environment, the AOC anticipates threats from "diverse enemies that will employ traditional,

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[4] Ibid.

[5] Ibid., 15.

[6] United States Army Training and Doctrine Command (TRADOC), Training Pamphlet (TP) 525-3-1, *The U.S. Army Operating Concept (AOC): Win in a Complex World* (Ft Eustis, VA: Government Printing Office, October 2014), 5.

[7] Ibid., Preface, iii.

unconventional, and hybrid strategies to threaten U.S. security and vital interests."[8] The future operational environment is likely to be shaped by the following five characteristics: (1) Increased velocity and momentum of human interaction and events, (2) Potential for overmatch, (3) Proliferation of weapons of mass destruction, (4) Spread of advanced cyberspace and counter-space capabilities, and (5) Demographics and operations among populations in cities, and in complex terrain.[9] Although the Army faces an ambiguous threat within a challenging and diverse environment, the AOC highlights that innovative and adaptive leaders, who thrive in conditions of complexity and uncertainty, will be a common requirement in all future Army operations.[10]

Unlike large private organizations which routinely recruit, select, and assign leaders from outside their ranks, the Army is dependent on itself to develop from within its ranks the type of adaptive leaders identified in the 2014 ASPG and AOC.[11] The 2013 *Army Leader Development Strategy* (ALDS) provides the Army's current vision and guidance for developing leaders of all cohorts to meet the challenges of the future operating environment.[12] It describes leader development as a career-long synthesis of the training, education, and experiences acquired through opportunities in the

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[8] Ibid., 9.

[9] Ibid., 9-10.

[10] Ibid., 14.

[11] Department of the Army, *2013 Army Leader Development Strategy*, 3, accessed October 26, 2014, http://usacac.army.mil/cac2/CAL/repository/ALDS5June%20213Record.pdf.

[12] Ibid.

institutional, operational, and self-development domains.[13] Developing leaders within

this all-encompassing strategy is critical for the Army because it is a competitive

advantage that cannot be replaced by technology or weaponry.[14]

The 2013 ALDS states that talent management complements leader development

by taking into account an individual's talents and the unique distribution of their skills,

knowledge, behaviors, and the potential they represent.[15] Talent management allows the

Army to put to best use well-rounded leaders based on the talents they possess to ensure

the right leader are assigned to the right mission at the right time.[16] Talent management is

an essential component of future Army strategy because it complements leader

development and supports the adaptive leadership requirement outlined in the Army's

2014 ASPG and AOC.

Army Talent Management: Historical Context

As a component of the Army's strategic vision, officer talent management is not a

new concept for the Army. Since the beginning of the 20th Century, officer development

and management has been predicated on a combination of education, training, and

experience.[17] Elihu Root, U.S. Secretary of War from 1899-1904, instituted the first

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[13] Ibid.

[14] Ibid.

[15] Ibid.

[16] Ibid., 3, 9.

[17] Arthur T. Coumbe, *Army Officer Development: Historical Context* (Carslile, PA: Strategic Studies Institute, April 2010), 2, accessed December 9, 2014, http://talent.army.mil/uploads/1363887075Develop_Historical_Context.pdf.

practices and policies that gave shape to the modern officer development system as he oversaw the transformation of the Army from a frontier police force to a national professional Army.[18] Root's reforms focused on an extensive makeover of the Army school network as a result of the Spanish American War when it was assessed that although the Officer Corps did well at the tactical level, they were "almost completely unprepared to handle the problems of sudden mobilization, training, and the widespread deployment of military forces."[19] During this period, Branch Schools (that formed the base of the Army educational pyramid) were either created or extensively overhauled, the General Service and Staff School was instituted to focus on combined training and preparation for high-level command and staff responsibilities, and in 1901 the Army War College was founded.[20] Also during this period, the regimental system was replaced with an officer management system that featured career patterns characterized by rotations between staff and line assignments and punctuated by periods of professional training.[21]

During World War I, adjustments to the officer management system were made to facilitate the expansion of the Officer Corps to over 200,000 men and to streamline the

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[18] Ibid.

[19] Coumbe, *Army Officer Development: Historical Context,* 2, quoted in John W. Masland and Laurence I. Radway, *Soldiers and Scholars: Military Education and National Policy* (Princeton, NJ: Princeton University Press, 1957), 84-86.

[20] Coumbe, *Army Officer Development: Historical Context*, 2.

[21] Arthur T. Coumbe, *Toward a U.S. Army Officer Strategy: Historical Context* (Carlisle, PA: Strategic Studies Institute, September 2009), 2, accessed October 26, 2014, http://talent.army.mil/uploads/1365455863Officer_Corps_Strategy_-_Historical_Context_for_publication.pdf.

process of identifying officer talent.[22] Due to the rapid need for officers, the Army turned

from traditional accession sources, such as West Point, to Officer Training Schools

(equivalent of the current Officer Candidate School system) for the vast majority of their

junior officer needs.[23] This new officer accessions method met the Army's wartime need

for "technically proficient platoon leaders, not broadly educated junior officers adept at

sophisticated abstract reasoning and prepared for a career of military service."[24] As a

means to differentiate and accurately match officer skills and knowledge with leadership

requirements, the War Department instituted the use of the Officer Qualification Card

and the Commissioned Officers Rating Scale.[25]

Following World War I, the Army Officer Corps decreased to 12,000 men, and

the regular Army became a cadre charged to provide training and leadership for a

temporary mass Army if that need should arise again.[26] During this Interwar Period,

professional education again gained importance as attendance to the Command and

General Staff College at Ft. Leavenworth became a mark of distinction and a virtual

prerequisite for promotion.[27] Officer career management was branch specific during this

period and personnel decisions were dictated primarily by a branch Chief of Service or

Branch Chief. These Branch Chiefs rivaled even the Chief of Staff of the Army in their

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[22] Ibid.

[23] Ibid.

[24] Ibid.

[25] Ibid.

[26] Ibid., 3.

[27] Coumbe, *Army Officer Development*, 2.

exercise of influence over virtually every aspect of professional life for Regular Army Officers.[28] Promotion opportunities were bleak because of the introduction of a single promotion list and the "hump" in officer strength created by the war.[29] In addition, during this period the Army turned back to West Point as its primary source of officer accessions. Instead of junior officers with a singular depth of technical knowledge, the Army desired "junior officers with a broad inventory of intellectual skills and abilities that would make them invaluable leaders in the Army of the future."[30]

During World War II, the Army once again faced the requirement to grow the Officer Corps rapidly, this time to 835,000.[31] To control, administer, train, and manage this great influx of officers, the War Department decentralized officer management, creating three major commands—the Army Ground Forces, the Army Service Forces, and the Army Air Forces.[32] Like World War I force expansion, the Army turned to larger accession pools to fill immediate requirements, such as Officer Candidate School and the Reserve Officers' Training Corps.[33] The Army education system was reconfigured during World War II to train vast numbers of officers for specific duties at the expense of educational facets of the curriculum.[34] The belief among many of the senior leaders

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[28] Coumbe, *Toward a U.S. Army Officer Strategy*, 3.

[29] Ibid.

[30] Ibid.

[31] Ibid.

[32] Ibid.

[33] Ibid., 4.

[34] Coumbe, *Army Officer Development*, 3.

during this time was that formal training and education had a negative impact on individual initiative and hindered their ability to perform in combat.[35] Instead, practical, on-the-job training in tactical units was the best preparation for leadership in combat.[36]

Following World War II, the basic objective of officer management was to develop a broadly trained Officer Corps capable of grasping the wide range of missions required to deal with the global threat posed by the Soviet Union.[37] The concepts and policies that defined Army officer management during this time were similar to those found in the corporate world.[38] Breadth of knowledge and experience was held in higher regard than depth. Both the Army and private corporations wanted to develop general management skills in prospective leaders, with the result being a leader capable of understanding the entirety of the organization's operations.[39]

The period from World War II through the Vietnam War was defined by legislative, Department of Defense, and Army efforts to standardize and centralize officer management policies, procedures, and systems. Congress enacted The Officer Personnel Act of 1947 to establish uniformity and equity within the promotion system by imposing the "up or out" system.[40] The "up or out" promotion system established that Army

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[35] Ibid.

[36] Ibid.

[37] Ibid., 4-5.

[38] Ibid., 5.

[39] Ibid.

[40] Sophie Gainey and Chris Robertson, "Getting off the Treadmill of Time," *Military Review* 89, no. 6 (Winter 2009): 105, accessed April 8, 2015, http://usacac.army. mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20091231_art016.pdf.

officers would be tracked based on their years of service and would compete for

promotion against members with the same service years.[41] An officer was either

promoted, "up," or failed twice selection for promotion and was discharged, "out." The

Officer Grade Limitation Act of 1954 imposed statutory limitations on the number of

regular and reserve officers who could serve in the grades of major and above.[42] Both

laws were meant to alleviate the effect of ineffective officers remaining in a particular

grade indefinitely and thereby preventing deserving junior officers from advancing up the

ranks.[43] In the 1960s, a review of the officer professional management system was

ordered by Secretary of Defense Robert McNamara, which found that the Army's system

lacked coherence, direction, or a single integrated effort.[44] As a result, it was directed that

all officer personnel management functions be transferred from decentralized Service or

Branch control to a new centralized organization called the Office of Personnel

Operations.[45]

In April 1970, as a result of the Mai Lai massacre in Vietnam, Chief of Staff of

the Army General William C. Westmoreland determined that the keystone to improving

officer professionalism was a major revision of the officer career management system.[46]

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[41] Ibid.

[42] Ibid., 105.

[43] Coumbe, *Army Officer Development*, 4.

[44] Ibid., 5.

[45] Ibid.

[46] William M. Donnelly, "Professionalism and the Officer Personnel Management System," *Military Review* (May-June 2013): 16, accessed April 8, 2015,

General Westmoreland's intent was to institute a centralized officer management system that effectively identified, motivated, and employed officers.[47] This effort was coordinated to synchronize with the Army's transition to the All-Volunteer Force in the early 1970s.[48] The Officer Personnel Management System (OPMS) was a result of this revision.[49] The OPMS instituted centralized promotion and selection to the Command and General Staff College, established the command selection process, and designated command assignments and tour lengths.[50] The Army's current officer management system has its origins in the policies and procedures outlined in the OPMS.[51]

In December 1980, Congress enacted the Defense Officer Personnel Management Act (DOPMA) which consolidated and codified a patchwork of existing rules and regulations, such as the Officer Personnel Act of 1947 and the Officer Grade Limitation Act of 1954, governing the management of military officers.[52] DOPMA serves as the legislative basis for the current Army officer management system.[53] It was Congress'

http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20130630_art006.pdf.

[47] Ibid., 17.

[48] Ibid., 18.

[49] Ibid., 16.

[50] Ibid., 19.

[51] Coumbe, *Army Officer Development*, 6.

[52] Jennifer Kawata et al., *The Defense Officer Personnel Management Act of 1980: A Retrospective Assessment* (Santa Monica, CA: RAND Corporation, 1993), 73, accessed April 8, 2015, http://www.rand.org/content/dam/rand/pubs/reports/1993/R4246.pdf.

[53] Coumbe, *Army Officer Development*, 6.

expectation that DOPMA would provide reasonably consistent career opportunity across the military in order to attract and retain a high-quality, numerically sufficient Officer Corps.[54] Under this system, time-based laws and policies that are applied more or less uniformly across the services drive assignment, promotion, and retirement decisions.[55]

Recent changes to the officer professional and talent management system, such as the Officer Professional Management System III (September 2006), have been incremental or evolutionary rather than revolutionary in nature.[56] As a result, many of the laws and policies that govern the Army's current officer career management systems have been in place since the institution of the OPMS and the enactment of the DOPMA over twenty-five years ago.[57] It is a professional management system that is defined by "the Army's bureaucratic culture of top-down management, which dates back to Elihu Root becoming Secretary of War in 1899."[58]

Critiques of the Current Officer Talent Management System

In an October 2014 panel discussion at the Association of the United States Army's Annual Meeting and Symposium, Under Secretary of the Army Brad Carson

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[54] Kawata et al., v.

[55] Margaret C. Harrell et al., *Challenging Time in DOPMA: Flexible and Contemporary Military Officer Management* (Santa Monica, CA: RAND Corporation, 2006), xiv, accessed April 8, 2015, http://www.rand.org/content/dam/rand/pubs/monographs/2006/RAND_MG451.pdf.

[56] Coumbe, *Army Officer Development*, 8.

[57] Harrell et al., xiii.

[58] Sydney J. Freedberg, "The Army Gropes Toward a Cultural Revolution," *Breaking Defense*, October 22, 2014, accessed November 3, 2014, http://breakingdefense.com/2014/10/the-army-gropes-toward-a-cultural-revolution/.

described the Army's current system of professional and talent management as, "a system in place that is archaic, that now works against us rather than helping us."[59] He offered critiques of the Army's "up or out" way of doing business, its promotion and evaluation systems, and its inflexible assignment process that does not account for "granular data," and therefore does not allow the Army to best utilize the talents, education, and skills of its Officer Corps.[60] Under Secretary Carson's concern, shared by other senior leaders both within and outside of the Army, is that the Army's current system fails to optimize human performance, and therefore is not capable of retaining and developing leaders who can thrive in the increasingly complex global environment.[61]

The "up or out" system of time-based career management is criticized for its rigidity and as a hindrance to talent development within the Officer Corps. This system forces Army officers down conventional career paths and through standardized "gates" regardless of their unique talents, experience, or needs.[62] As a result, time and the need to meet specific gates for promotion become the driving factors in an officer's career development and timeline.[63] Instead of seeking a diversity of knowledge or experience,

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[59] Lisa Ferdinando, "Carson: Changes needed in Army's 'Archaic' Retention, Promotion System," U.S. Army Homepage, October 17, 2014, accessed October 22, 2014, http://www.army.mil/article/136395/Carson__Changes_needed_in_Army_s__archaic__retention__promotion_system/.

[60] Ibid.

[61] Ibid.

[62] Michael J. Colarusso, David S. Lyle, and Casey Wardynski, *Toward a U.S. Officer Corps Strategy for Success: Developing Talent* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, March 2010), 4, accessed April 6, 2015, http://talent.army.mil/uploads/1363887041Vol_5.Developing_Talent_.pdf.

[63] Gainey and Robertson, 106.

the regimented "up or out" time-based system creates a "more is better" cultural norm that leads officers to serve in as many key developmental assignments as possible, thus forgoing assignments or experiences deemed "outside of their comfort zone."[64] The concern is that the Army's time-based, up-or-out system engenders talent flight and is devoid of the dynamic talent management that must be implemented across the entire officer corps to ensure officers are equal to future national security demands.[65]

The Army's two primary officer assessment tools, the Officer Evaluation Report and the centralized promotion and selection board, are criticized for their failures to adequately differentiate officers and appropriately identify their talents.[66] The first assessment tool, the Officer Evaluation Report, measures all officers against an operational, command-centric ideal and fails to account for the widely differing distributions of skills, knowledge, and behaviors required to perform optimally in varying assignments.[67] The second assessment tool, the centralized promotion and selection board, relies heavily on these ineffective Officer Evaluation Reports augmented by simple "accounting" data for each officer (e.g., schools attended, overseas/combat deployments, additional skill identifiers, official photo, awards) to reach their decisions

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[64] Shaun E. Took, "Developing Today's Officer Corps for Tomorrow's Strategic Environment" (Research Report, U.S. Army War College, Carlisle, PA, March 2013), 15, accessed April 6, 2015, http://www.dtic.mil/dtic/tr/fulltext/u2/a590247.pdf.

[65] Michael J. Colarusso and David S. Lyle, *Senior Officer Talent Management: Fostering Institutional Adaptability* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, February 2014), 8, accessed April 6, 2015, http://www.strategicstudies institute.army.mil/pubs/display.cfm?pubID=1188.

[66] Ibid., 48.

[67] Ibid.

on which officers should be promoted, selected for school, or selected for command.[68]

These legacy talent appraisal systems view individual officers as interchangeable parts

within their branch and rank strata and fail to collect, organize, or present the types of

information necessary to effectively manage talent.[69] This is a concern because

promotion and selection boards are determining who will lead the Army through the

complexities of the future environment without gaining a complete understanding of each

officer's career goals, competencies, or personality.[70] Instead, the Army must assess and

evaluate each officer not just for their potential to serve at the next grade, but as colonels

or generals as well.[71]

The officer assignment process is criticized for continuously "jamming round

pegs into square holes" and asking the pegs to adapt rather than leveraging individual

officer talents to ensure the right officer is placed in the right job at the right time.[72] This

talent disconnect is the result of an assignment process that matches "faces" (officers)

with "spaces" (validated Army assignment requirements) based primarily on rank and

military occupational skill. From the "faces" aspect, Branch Assignments Officers, who

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[68] Ibid., 49.

[69] Michael J. Colarusso, David S. Lyle, and Casey Wardynski, *Towards a U.S. Army Officer Strategy for Success: A Proposed Human Capital Model Focused Upon Talent* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, April 2009), 4, accessed April 6, 2015, http://talent.army.mil/uploads/1365455798Towards_a_ U.S_._Army_Officer_Corps_Strategy_for_Success_.pdf.

[70] Colarusso and Lyle, *Senior Officer Talent Management*, 49.

[71] Colarusso, Lyle, and Wardynski, *Towards a U.S. Army Officer Strategy for Success*, 15.

[72] Ibid., 17.

do not have the ability to know their clients' talents intimately due to high job turnover as well as the officer population they are responsible for, are focused on filling validated Army assignment requirements rather than determining how to best leverage and employ an individual office's unique talents.[73] From the "spaces" aspect, the Army lacks a comprehensive approach that captures and tracks the specific knowledge, skills, and abilities, by job or billet, for each validated assignment requirement.[74] The concern with the current officer assignment process is that it engenders talent flight from the Army because most officers desire an assignment that leverages their unique talent set.[75]

The Army's culture has also been criticized for its emphasis on traditional tactically oriented assignments at the expense of broadening opportunities. At the strategic level, Army leaders have acknowledged the importance of broadening assignments as a key component in developing future senior leaders.[76] The last three Chiefs of Staff of the Army have directed the Army to broaden its leaders; however, the Army's "muddy boot" culture and current officer career management systems have

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[73] Colarusso and Lyle, *Senior Officer Talent Management*, 65.

[74] Thomas J. Edwards, "Full Spectrum Army Officer Management" (Research Report, United States Army War College, Carlisle, PA, February 2012), 10, accessed April 6, 2015, http://www.dtic.mil/dtic/tr/fulltext/u2/a560776.pdf.

[75] Michael J. Colarusso, David S. Lyle, and Casey Wardynski, *Towards a U.S. Army Officer Strategy for Success: Retaining Talent* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, January 2010), 21, accessed April 6, 2015, http://talent.army.mil/uploads/1363887163Vol_4.Retaining_Talent_.pdf.

[76] Charles D. Costanza, "Broadening Leaders? Culture Change as a Cure" (Research Report, U.S. Army War College, Carlisle, PA, April 2012), Foreword, accessed April 6, 2015, http://www.dtic.mil/get-tr-doc/pdf?AD=ADA568443.

stymied this directive.[77] In his 2010 study entitled, "Is the Organizational Culture of the

U.S. Army Congruent with the Professional Development of Its Senior Level Officer

Corps?" Dr. James Pierce of the Strategic Studies Institute identified that the Army's

organizational culture is in part characterized by an overarching desire for stability,

formal rules, and policies.[78] Within this culture of stability and formal rules there is a

powerful incentive to conform because senior leaders are apt to select for promotion

those with career paths similar to their own.[79] As a result, officers pass through

standardized gates pursuing prerequisite positions within tactical formations from platoon

to brigade level and gain little or no exposure to strategic level thought.[80] In addition, the

term "broadening," and which assignments are considered broadening assignments for an

officer, are ill-defined, while the process for assigning and pursuing such opportunities

lacks transparency.[81] The concern is that the Army is failing to strike an appropriate

balance between the depth of knowledge an officer receives in order to become proficient

in his or her specific branch and the breadth of experience accumulated while serving in a

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[77] Ibid.

[78] James G. Pierce, *Is the Organizational Culture of the U.S. Army Congruent with the Professional Development of Its Senior Level Officer Corps?* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, September 2010), iv, accessed April 6, 2015, http://www.dtic.mil/dtic/tr/fulltext/u2/a528831.pdf.

[79] Charles D. Mills, "Adaptation for the Ages: Strategic Leaders, 1972-2012 and Beyond" (Research Report, United States Army War College, Carlisle, PA, March 2013), 36, accessed April 6, 2015, http://www.dtic.mil/dtic/tr/fulltext/u2/a589456.pdf.

[80] Took, 8-9.

[81] Ibid., 15.

broadening assignment outside the mainstream U.S. Army.[82] In the future operating

environment, Army officers need both the depth and breadth of experience accumulated

through the right balance of traditional and broadening assignments in order to rapidly

conceptualize solutions to complex and unanticipated problems.[83]

The Army's current talent and career management systems represent Cold War

Era practices and policies that are not equal to the challenges of a dynamic operating

environment.[84] During an October 2014 panel discussion on the "human dimension,"

Lieutenant General Robert B. Brown, Commanding General, U.S. Army Combined Arms

Center, spoke about the importance of the human dimension and the requirement for

adaptive leadership in the increasingly complex environment: "If you want to win in a

complex world, 'comfortable' isn't good enough. We need individuals who improve and

thrive in conditions of uncertainty and chaos."[85] The consensus among Army senior

leadership is that the current talent and career managements systems are not up to this

task and must change.[86]

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[82] Took, 14.

[83] Michael J. Colarusso, David S. Lyle, and Casey Wardynski, *Talent: Implications for a U.S. Army Officer Corps* (Carlisle, PA: Strategic Studies Institute, U.S. Army War College, November 2009), v, accessed April 6, 2015, http://talent.army.mil/uploads/1365455763Talent_-_Implications_for_a_U.S_._Army_Officer_Corps_Strategy_.pdf.

[84] Colarusso and Lyle, *Senior Officer Talent Management*, 11.

[85] Ferdinando.

[86] Ibid.

How the Army Improves its Talent Management Strategy

A September 2014 Army Science Board (ASB) study casts doubt on the Army's ability to produce "adaptive, learned, culturally attuned and jointly focused" leaders because it lacks a deliberate approach to recognize, promote, and utilize talent.[87] The ASB study recommends that the Army adapt an Integrated Talent Management Enterprise (ITME) in order to "create a quality force capable of meeting global challenges."[88] ITME is defined in this study as a deliberate and coordinated process that occurs throughout the life cycle of an officer to optimize leader development practices and align talent with current and future Army requirements (see Figure 1).[89] Within this study, the ASB makes recommendations for the Army to implement that would serve as the basis for ITME as a future Army talent management strategy (see Figure 2).[90] Further, this study highlights the fact that the Army does have critical talent management practices currently in place, but they are "ad hoc," informal, and without a unifying vision; these current practices can serve as important building blocks of a comprehensive

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[87] Sebastian Springer, "Will the Army Have the Right People to Navigate a 'Complex World'?" insidedefense.com, October 13, 2014, accessed October 15, 2014, insidedefense.com/Army.

[88] Ibid.

[89] Mary Crannell, "Talent Management" (Teleconference presentation, Army Science Board Findings on Army Talent Management (September 18, 2014), Ft. Leavenworth, KS, November 18, 2014), slide 7.

[90] Ibid., slide 21.

ITME.[91] The ASB study concludes that "an ITME will be a discriminator to underwrite future Army operational capabilities."[92]

Best Practices: Cultivating Individual and Team Talent

GE, Microsoft, Google, P & G, Intel and Universities view talent as a "strategic asset" – valuable, differentiating and difficult to imitate. Focus on accelerating the learning cycle and competing for the future.

1. Workforce Planning
   - Discover talent using predictive analytics
2. Talent Acquisition
   - Identify skills, interests and potential using multiple tools
3. Performance Management
   - Design teams for performance based on skill and personality
4. Learning & Leadership Development
   - Invest in strategic asset with tailored learning plans and leadership coaching/mentoring
   - Employ innovative skill development
5. Succession Management
   - Incentivize self-paced learning, teams designed for learning and encourage informal social learning
   - Tailor career paths to individual needs
6. Retention
   - Predict, anticipate and understand why individuals leave

Integrate talent management functions

Graph adaptation: Talent Management Scorecard
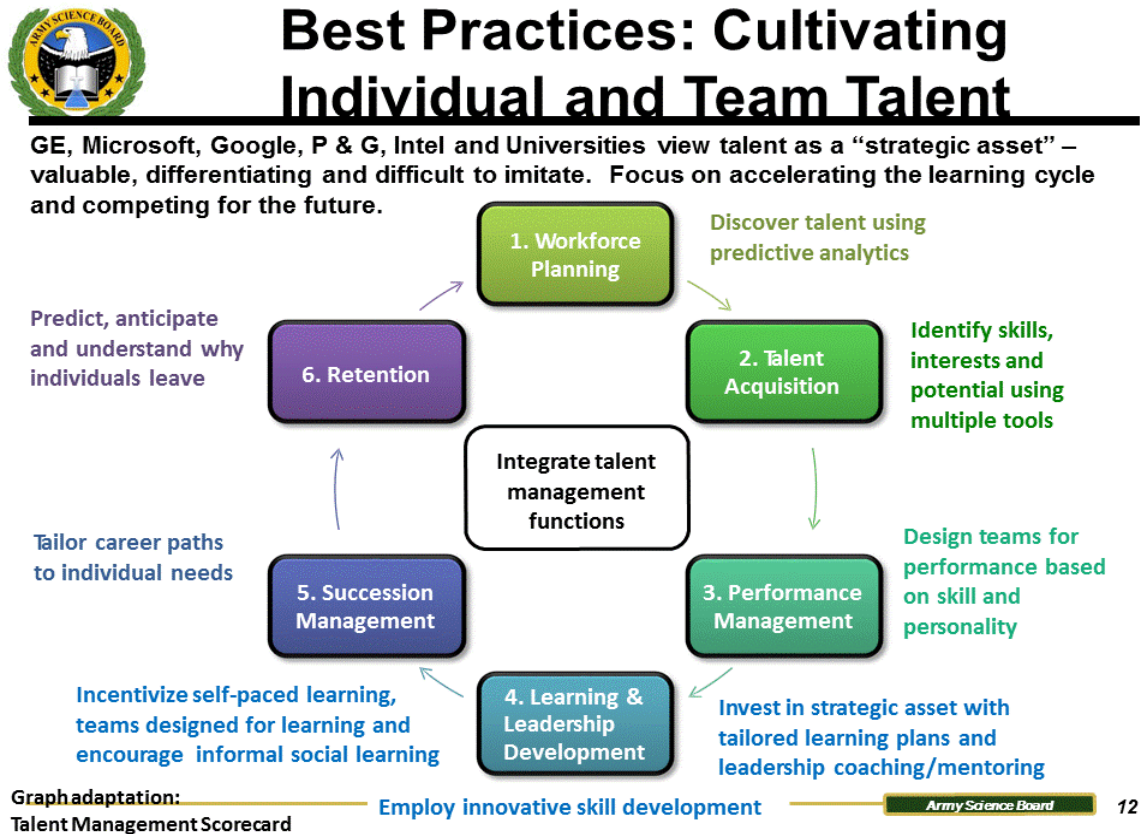
Army Science Board 12

Figure 1. Integrated Talent Management Enterprise Model

Source: Mary Crannell, "Talent Management" (Teleconference presentation, Army Science Board findings on Army Talent Management (September 18, 2014), Ft. Leavenworth, KS, November 18, 2014), slide 12.

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[91] Ibid., slide 5.

[92] Ibid.

Figure 2.   Integrated Talent Management Enterprise Recommendations and Vision

Source: Mary Crannell, "Talent Management" (Teleconference presentation, Army Science Board findings on Army Talent Management (September 18, 2014), Ft. Leavenworth, KS, November 18, 2014), slide 21.

Research Question

In this chapter, it was highlighted that the Army's current system of talent management is criticized as not being capable of developing, employing and retaining the type of adaptive leaders the Army states it needs to succeed in the complex future operating environment. To correct this, a 2014 ASB study recommends the Army implement an ITME to guide future talent management strategy. The purpose of this

thesis is to answer the question of whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world.

To answer this question, the intent of thesis is to conduct an assessment of the concepts found in the ITME model proposed in the 2014 ASB study against talent management principles employed by leading global corporations. This comparison is meaningful because private corporations face the same uncertain global operating environment the Army faces and have a similar requirement to develop, retain, and employ adaptive leaders. For the Army to "Win in a Complex World," it must meet its strategic requirement of "Adaptive Army Leaders for a Complex World," which requires a talent management strategy that is framed by proven talent management principles. Otherwise, as described in the *2013 Chief of Staff of the Army Leader Development Task Force Final Report*, the Army's talent management system will continue to be defined by inefficient incremental changes: "The personnel management of the U.S. Army's officer corps has historically been the subject of vigorous and well-intentioned modifications."[93]

Research Limitations

The intent of this study is not to further reinforce the contention that the Army's current talent management system is not sufficient to meet its strategic requirements. Senior leaders throughout the Army, to include the Under Secretary of the Army, already hold this belief. Neither will this thesis make specific recommendations for policy

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[93] Dr. Mark Adamshick, *2013 Chief of Staff of the Army Leader Development Task Force Final Report* (Department of the Army, June 2013), 35, accessed April 6, 2015, http://cape.army.mil/repository/CSA%20LDTF%20Final%20Report%20062113.pdf.

changes or practices to improve or modify the Army's current talent management system. Rather, this thesis will focus on a broad talent management strategy or talent management framework which is the necessary first step to improving officer talent management within the Army. Finally, although the ITME concept recommended by the ASB is intended as a talent management system for all Army personnel, regardless of rank, this thesis will specifically focus on the impact of ITME on Army officer talent management strategy.

At the time this thesis was published, the ASB had not published its formal report concerning Army talent management. Therefore, the research within this thesis that references the ASB and their recommendation that the Army institute ITME is based on a November 18, 2014 teleconference presentation at Ft. Leavenworth, KS by Ms. Mary Crannell, who was the chairperson of the ASB talent management committee. The briefing slides from that presentation are included in this thesis as Appendix A, entitled "Army Science Board Talent Management Presentation."

CHAPTER 2

LITERATURE REVIEW

In chapter 1 of this study, the concept of an Integrated Talent Management

Enterprise (ITME) as a solution to better align officer talent management with Army

strategic objectives was introduced. ITME is a 2014 Army Science Board (ASB)

recommendation to address their findings, as well as criticisms from senior leaders within

the Army, that the Army lacks an effective approach to talent management, and therefore

will be unable to produce the type of adaptive leaders it requires to succeed in the future

operating environment. This chapter will be a review of literature used to frame this

problem as well as to answer the question of whether an ITME will serve as an effective

talent management strategy for the Army and therefore be capable of supporting the

Army's strategic requirement of adaptive leaders for a complex world.

The topic of this thesis originated from three contemporary online sources that

challenge the Army's current system of talent management and question its ability to

support future Army strategic requirements. First, the October 2013 Inside Defense

article, "Will the Army have the Right People to Navigate a Complex World?" by

Sebastian Springer, states that the Army lacks a deliberate approach to recognizing

talent.[94] As a result, the Army is not capable of producing the kind of adaptive leaders it

requires for the complex operating environment. This article is based on the results of the

2014 ASB study on Army talent management and introduced the concept of ITME.

Second, The Army Homepage article, "Carson, Changes needed in Army's 'archaic'

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[94] Springer.

retention, promotion system," by Lisa Ferdinando, highlights the criticisms made by senior leaders within the Army of the Army's promotion system, its "up or out" style of career management, and its assignment processes.[95] The final source was a Breaking Defense article written by Sydney J. Freedberg entitled, "The Army Gropes Toward A Cultural Revolution."[96] This article discusses how, for the first time, the Army Operating Concept (AOC) was written with a focus on strategic level considerations. Further, this article challenges the Army's bureaucratic culture and longstanding emphasis on top down control.

The focus of this thesis was further framed through an examination of Army doctrine to determine the role of talent management in Army strategic calculations. The *2013 Army Leader Development Strategy* (ALDS) provides an ends, ways, and means framework for developing leaders to meet the challenges of the 21st Century.[97] The ALDS established a link between leader development and talent management by stating that talent management complements leader development. The ALDS also defines talent management for the Army as taking into account the individual talents of an officer and putting them to best use for the Army. The *2014 Army Strategic Planning Guidance* (ASPG), published in February 2014, details the Army's direction and strategic vision as it looks to the future operational environment.[98] This strategic document establishes

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[95] Ferdinando.

[96] Sydney J. Freedberg, "The Army Gropes Toward a Cultural Revolution," *Breaking Defense*, October 22, 2014, accessed November 3, 2014, http://breakingdefense.com/2014/10/the-army-gropes-toward-a-cultural-revolution/.

[97] Department of the Army, *2013 Army Leader Development Strategy*.

[98] Department of the Army, *2014 Army Strategic Planning Guidance*.

leaders as the Army's foundation and identifies Adaptive Army Leaders for a Complex World as a strategic priority for the Army. *The Army Operating Concept (AOC), "Win in A Complex World,"* published in October 2014, builds on the guidance and vision established in the 2014 ASPG.[99] The purpose of this document is to guide future force development through the identification of first order capabilities that the Army requires to accomplish its mission. The AOC defines the threats and challenges that characterize the complex and uncertain future environment as well as provides the "how" or ways in which the Army will operate in order to be successful in this complex environment. The commonality that the AOC highlights between all Army operations in the complex future environment is a need for innovative and adaptive leaders.

Based on this initial research, three facts drove further research: first, adaptive leadership is a strategic requirement for the Army; second, the Army's current system of talent management is not capable of meeting this need; and third, a 2014 ASB study recommends the Army institute ITME to better align Army talent management with its strategic objectives. From this point, research to answer the question of whether an ITME will serve as an effective talent management strategy for the Army, and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world, was focused within five primary areas. Each research area of focus was designed to provide relevant information concerning a supporting research question. The first area was research on the background of the Army's career and talent management systems. The second area of focus was research to identify the primary critiques and criticisms of the Army's current talent management system. The third area of focus was research to

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[99] TRADOC, TP 525-3-1.

gain a perspective on what recommended changes the Army needs to undertake in order

to improve its talent management systems. Fourth was research to determine the role of

talent management within private sector global corporations. The fifth and final focus

area was research to identify specific examples of effective talent management practices,

policies, and systems employed by leading global corporations. The following review of

sources is outlined chronologically within each supporting research question focus area.

The first focus area of research was literature that put the Army's career and talent

management systems into historical context. The purpose of this research was to

understand the evolution of Army talent management practices as well as the "how" and

"why" behind the components of Army's current system. The literature discovered within

this area of research was in the form of Department of Defense sponsored reports from

RAND Corporation, reports published by the Army's Strategic Studies Institute, and

articles from the U.S. Army publication, *Military Review*.

The 1993 RAND Corporation report, *The Defense Officer Personnel Management

Act of 1980: A Retrospective Assessment,* reviews and appraises challenges in manpower

management in the ten year period following the enactment of the Defense Officer

Personnel Management Act (DOPMA) in 1980.[100] Focusing primarily on events

following World War II, this report details how DOPMA became the legislative

framework for the Army's current system of career management by replacing a

patchwork of rules and regulations that had previously governed the career management

of military officers. The 2009 Strategic Studies Institute report, *Toward A U.S. Army

Officer Strategy For Success: Historical Context,* by Arthur Coumbe, provides a detailed

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[100] Kawata et al.

history of the evolution of Army career and talent management practices beginning with reforms instituted by then-Secretary of War Elihu Root.[101] This report links strategic military requirements from every period of conflict in American history to Army career and talent management adaptations. A second Strategic Studies Institute report by Arthur Coumbe entitled, *Army Officer Development: Historical Context*, follows a similar pattern through the same period, but instead focuses on how officer development practices, specifically officer professional education, have changed to meet emerging military objectives.[102] Finally, the 2013 *Military Review* article, "Professionalism and the Officer Personnel Management System," describes the evolution and institution of the Officer Personnel Management System (OPMS) following the Vietnam War.[103] This article discusses how the initial intent of OPMS was to make revolutionary changes in officer professionalism and career management. However, the approved version of OPMS, which included practices such as centralized promotion boards that remain integral to the Army's current system of talent management, represented only evolutionary changes in officer career management and did little to impact officer professionalism.

The second area of research was literature that assessed the Army's current system of officer talent management. The intent of this research was to determine the specific critiques of the Army's talent management system, as well as to determine if the criticism focused on specific components of the system or the system as a whole. The

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[101] Coumbe, *Toward A U.S. Army Officer Strategy*.

[102] Coumbe, *Army Officer Development*.

[103] Donnelly.

literature discovered within this area of research was in the form of Department of Defense sponsored reports from RAND Corporation, reports from the Army's Strategic Studies Institute, articles from the U.S. Army publication *Military Review,* and U.S. Army War College research reports.

The 2006 RAND Corporation report entitled *Challenging Time in DOPMA* describes how the time driven requirements of DOPMA eliminate variety and diversity in officer experience which may lead to talent gaps for the Army as it prepares for the future operating environment.[104] This report argues in favor of competency-based officer career management to replace the current time-based structure created through DOPMA. The 2009 *Military Review* article, "Getting off the Treadmill of Time," also offers critiques of the Army's time based promotion system.[105] The authors of this article argue that it is critical for the Army to develop imaginative operational and strategic leaders. To meet this end requires officers be given the flexibility and time necessary to expand their horizons by taking assignments and educational experiences outside of their specific branch.

In the November 2009 Strategic Studies Institute report *Talent: Implications For A U.S. Army Officer Corps Strategy*, authors Michael Colarusso, David S. Lyle, and Casey Wardynski, state that competency, or simply achieving an adequate or appropriate level of individual performance, is the benchmark of the Army's current system of officer

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[104] Harrell et al.

[105] Gainey and Robertson.

management.[106] The authors argue that in an era of persistent conflict the Army needs to move toward a system that accesses, retains, develops, and employs talented officers. The authors define *talent* as the intersection of skills, knowledge, and behaviors that create an optimal level of individual performance. To achieve this level of optimal performance the Army must assign, promote, and manage the careers of its officers based on their unique individual talents.

The 2010 Strategic Studies Institute report, *Is the Organizational Culture of the U.S. Army Congruent with the Professional Development of Its Senior Level Officer Corps,"* by Dr. James G. Pierce, suggests that the organizational culture of the Army is characterized by an emphasis on structure and rigid formality which is reflective of the current career management system.[107] Dr. Pierce states that to maximize effectiveness in the ambiguous future strategic environment the organizational culture of the Army must embrace flexibility, discretion, and innovation. The 2012 U.S. Army War College research report, by Lieutenant Colonel Charles D. Costanza, "Broadening Leaders? Culture Change as the Cure," discusses the Army's "muddy boots" culture and preference for traditional tactical and operational assignments within an officer's specified branch at the expense of broadening assignments.[108] Lieutenant Colonel Costanza states that this "muddy boots" culture distorts the Army's current personnel management system. This is the result of the Army's definition of success, which is

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[106] Colarusso, Lyle, and Wardynski, *Talent: Implications for a U.S. Army Officer Corps*.

[107] Pierce.

[108] Costanza.

selection for battalion and brigade command. Lieutenant Colonel Costanza recommends

implementing a semi-annual officer talent management review. This review would be

conducted in conjunction with the current assignment cycle process to ensure top

performing officers, and those with the potential to be future senior leaders, are given the

opportunity to serve in broadening assignments between required developmental

assignments.

Lieutenant Colonel Thomas J. Edwards, in his 2012 U.S. Army War College

research report "Full Spectrum Army Officer Management," states that new strategic

demands require the Army to adapt a competency-based system of officer

management.[109] Lieutenant Colonel Edwards states that the Army must develop a system

of career management that more accurately captures an officer's demonstrated

knowledge, skills, and abilities. In addition, the Army must devise a comprehensive

approach to capture and track the specific knowledge, skills, and abilities required for

every single officer billet. The alignment of an officer's knowledge, skills, and abilities

with those required for a specific assignment will be a step in the right direction to meet

the Army's goal of assigning the right officer, to the right job, at the right time. The 2013

U.S. Army War College research report, "Adaptation for the Ages: Strategic Leaders,

1972-2012 and Beyond," by Lieutenant Colonel Charles D. Mills, argues that the Army

needs to overhaul the officer personnel management system and move away from mass

production techniques to allow for greater specialization in the ranks and to build a bench

of strategic leadership.[110] Finally, the 2013 U.S. Army War College research report by

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[109] Edwards.

[110] Mills.

Colonel Shaun E. Took, "Developing Today's Officer Corps for Tomorrow's Strategic Environment," offers criticism of the current process of officer career management in which an officer must pass through standardized gates and pursue pre-requisite tactical positions to remain competitive for promotion.[111] Colonel Took argues for greater balance between the depth of experience an officer receives in branch specific assignments and the breadth of experience gained while serving in broadening assignments.

Literature that recommended changes to enhance the Army's current system of talent management was the third focus area of research. The purpose of this research was to identify recommendations for how to improve Army talent management, and determine if those recommendations focused on component or system changes. The literature discovered within this area of research was in the form of a Department of the Army sponsored study from the Army Science Board, reports from the Army's Strategic Studies Institute, and a U.S. Army War College research report.

In the April 2009 Strategic Studies Institute report, *Towards a U.S. Army Officer Corps Strategy For Success: A Proposed Human Capital Model Focused Upon Talent*, authors Michael Colarusso, David S. Lyle, and Casey Wardynski, argue that the Army requires a comprehensive talent-focused strategy.[112] This strategy should be designed around a four-activity human capital model that recognizes the interdependency of accessing, developing, retaining, and employing talent. The authors believe this model

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[111] Took.

[112] Colarusso, Lyle, and Wardynski, *Towards A U.S. Army Officer Strategy For Success: A Proposed Human Capital Model Focused Upon Talent*.

will best posture the Army to match individual officer competencies to specific competency requirements. The authors follow up this report with a series of four subsequent Strategic Studies Institute reports that each focus on an specific component of the human capital model: *Towards a U.S. Army Officer Corps Strategy For Success: Retaining Talent* was published in January 2010; *Accessing Talent: The Foundation Of A U.S. Army Officer Corps Strategy* was published in February 2010; *Towards a U.S. Army Officer Corps Strategy For Success: Developing Talent* was published in March 2010; and *Towards a U.S. Army Officer Corps Strategy For Success: Employing Talent* was published in May 2010. Each of these reports demonstrate how the components of the human capital model are interrelated and how an effective system of talent management must consider how decisions, policies, or practices within one component effect the system as a whole.

In his March 2012 U.S. Army War College research report, "Talent Management," Colonel Douglas F. Stitt states that there is a demonstrated link between successful global corporations and their application of effective talent management practices.[113] Colonel Stitt outlines the concept of talent management as a way for the Army to manage more effectively its Officer Corps. He argues that incorporating some of these effective civilian sector talent management practices into the Army's current system may enable the Army to retain its competitive advantage in the complex and uncertain global environment.

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[113] Douglas Stitt, "Talent Management" (Research Report, United States Army War College, March 2012), accessed April 10, 2012, http://www.dtic.mil/dtic/ tr/fulltext/u2/a561897.pdf.

The February 2014 Strategic Studies report, *Senior Officer Talent Management: Fostering Institutional Adaptability*, by Michael J. Colarusso and David S. Lyle, reviews the current talent management practices within the Army.[114] This report makes the case for a comprehensive, Army-wide evolution toward all-ranks officer talent management. This report also includes recommendations for the creation of a flexible talent management framework, the need to differentiate officers, tailored individual career paths, greater investment in civilian educational opportunities, and succession planning.

Finally, the September 2014 study, *Talent Management (TM)*, conducted by the Army Science Board (ASB), recommends that the Army institute an Integrated Talent Management Enterprise (ITME).[115] ITME is a deliberate and coordinated process to optimize leader development practices and align talent with current and future Army requirements. This model occurs throughout the lifecycle of a soldier and integrates the talent management functions of workforce planning, talent acquisition, performance management, learning and leadership development, succession management, and retention. This study finds that the Army has effective talent management practices currently in place that can serve as the building blocks of a future ITME.

The fourth area of research focused on literature that described the role of talent management within private sector global corporations. The intent of this research was to determine the value placed on talent management by global corporations and whether successful corporations considered it a critical component of their overall business strategy. The literature discovered within this area of research was in the form of business

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[114] Colarusso and Lyle, *Senior Officer Talent Management*.

[115] Crannell.

journal and magazine articles as well as reports from private sector companies that specialize in workforce and talent management.

The December 2001 *Ivey Business Journal* article, "Talent Management: A Critical Part of Every Leader's Job," written by Beth Axelrod, Helen Hanfield-Jones, and Ed Michaels, highlights the fact that with greater regularity CEOs are assuming the role of primary talent managers within their corporations.[116] This is because CEOs realize that a corporation's ability to attract, develop, excite, and retain talent is a major competitive advantage. The 2006 *Human Resource Management Review* article, by Robert J. Heckman and Robert E. Lewis, "Talent management: A critical review," reviews numerous sources within the field of corporate talent management on subjects such as what is talent management, making talent management strategic, talent management analytics, and future directions for talent management research.[117] The authors identify a link between human resource investments and organizational outcomes, as well as the corporate necessity to tie talent management strategy to business strategy. The 2012 *MIT Sloan Management Review* article, "Six Principles of Effective Global Talent Management," identifies six talent management principles that successful global corporations employ.[118] The authors found that one of the biggest challenges facing

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[116] Beth Axelrod, Helen Handfield-Jones, and Ed Michaels, "Talent Management: A Critical Part of Every Leader's Job," *Ivey Business Journal* (November/December 2001), accessed December 29, 2014, http://iveybusinessjournal.com/topics/strategy/talent-management-a-critical-part-of-every-leaders-job#.VKgrOa10zmQ.

[117] Robert J. Heckman and Robert E. Lewis, "Talent Management: A Critical Review," *Human Resource Management Review* 16, no. 2 (2006): 139-154, accessed April 10, 2015. Business Source Complete, EBSCOhost.

[118] Ingmar Bjorkman et al., "Six Principles of Effective Global Talent Management," *MIT Sloan Management Review* 53, no. 2 (Winter 2012), accessed

corporations all over the world was building and sustaining a strong talent pipeline. Corporations that gained the greatest competitive advantage from talent management were those that went beyond simply identifying talent management functions, such as recruiting and training, and instead subscribed to principles of talent management that were consistent with their business strategies and corporate cultures. The December 2013 GlobalEd article, "What keeps a CEO awake at night? Jeff Immelt, CEO of GE shares his thoughts," discusses how General Electric (GE) CEO Jeff Immelt considers the "War for Talent" and talent development top priorities for GE.[119] The June 2014 article, "The Talent Management Software Market Surges Ahead," by Forbes.com contributor Josh Bersin, highlights the dramatic recent growth in the market for talent management software.[120] The author states that this growth can be attributed to the corporate desire to improve internal talent management practices, such as talent acquisition, leader development, and global talent mobility.

The July 2008 report, *Creating an agile workforce: Leading practices in transforming talent management*, from the software company Oracle, states that a corporation's ability to anticipate talent needs, optimize a talent workforce, and retain the most talented employees are the key to a company's sustainable competitive

January 4, 2015, http://www.altocapital.co.nz/resources/Global%20Talent%20 Management%206%20Principles.pdf.

[119] Joe Shaheen, "What Keeps a CEO Awake at Night?: Jeff Immelt, CEO of GE Shares his Thought," *GlobalEd*, December 10, 2013, accessed December 29, 2014, https://globaleduc.wordpress.com/2013/12/10/what-keeps-a-ceo-awake-at-night-jeff-immelt-ceo-of-ge-shares-his-thoughts/.

[120] Josh Bersin, "The Talent Management Software Market Surges Ahead," Forbes.com, June 26, 2014, accessed December 29, 2014, http://www.forbes.com/ sites/joshbersin/2014/06/26/the-talent-management-software-market-surges-ahead/.

advantage.[121] This report argues that corporations that successfully align their talent

management strategy with technology are best positioned to achieve a sustainable

competitive advantage. The 2009 report from talent management consulting firm

Development Dimensions International, *Nine Best Practices For Effective Talent

Management*, identifies talented employees as an increasingly scarce resource for

corporations.[122] To succeed in the competitive and complex global economy,

organizations must employ practices that effectively manage talent as a critical resource.

A second Development Dimensions International report, this one published in

2011, *The CEOs Guide To Talent Management, A Practical Approach*, states that CEOs

who assume the role of chief talent executive of their business strategy will ensure its

long-term viability and success.[123] This report identifies the critical roles that a CEO

plays within an overall corporate talent management strategy and provides steps for

CEOs to utilize in order to set a talent management strategy in motion. Finally, the 2014

report, *17th Annual Global CEO Survey: The Talent Challenge*, from professional

services firm PricewaterhouseCoopers, finds that CEOs are concerned about talent

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[121] Oracle and PricewaterhouseCooper, "Creating an Agile Workforce: Leading Practices in Transforming Talent Management," Oracle and PricewaterhouseCooper, July 2008, accessed April 10, 2015, http://www.pwc.com/en_US/us/people-management/assets/pwc_oracle_talent_management.pdf.

[122] Scott Erker, Audrey B. Smith, and Richard S. Wellins, *Nine Best Practices for Effective Talent Management* (Report, Development Dimensions International, 2009), accessed January 1, 2015, https://www.ddiworld.com/DDIWorld/media/white-papers/ninebestpracticetalentmanagement_wp_ddi.pdf.

[123] Matthew J. Paese, Audrey B. Smith, and Richard S. Wellins, *The CEO's Guide to Talent Management, A Practical Approach* (Development Dimensions International, 2011), accessed April 10, 2015, https://www.ddiworld.com/ddiworld/media/booklets/ceoguidetotalentmanagement_bk_ddi.pdf?ext=.pdf.

acquisition within the uncertain global environment.[124] This report identifies megatrends that effect the global business environment. In addition, it highlights the fact that the talent supply is shifting at a time when demand for skills is increasing sharply. The confluence of these megatrends and the shifting talent supply is resulting in what the report states is a new talent battle ground in which CEOs are concerned about the availability of skills to meet their business strategies.

The final area of research focus was literature that provided specific examples of effective talent management practices, policies, and systems employed by leading global corporations. The intent of this research was to identify examples of private sector talent management practices, policies, and systems that adhered to the principles of effective talent management highlighted in the 2012 *MIT Sloan Management Review* article, "Six Principles of Effective Global Talent Management." The literature discovered within this area of research was in the form of business journal and magazine articles, as well as reports and case studies from professional associations that specialize in workforce training and development.

The 2006 Economist Intelligence Unit report, *The CEO's role in talent management: How top executives from ten countries are nurturing the leaders of tomorrow*, describes how talent management leads to greater productivity and faster revenue growth.[125] The authors highlight how CEOs of successful corporations, such as

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[124] PricewaterhouseCoopers 17th Annual Global CEO Survey, *The Talent Challenge: Adapting to Growth*, PricewaterhouseCoopers, 2014, accessed December 29, 2014, http://www.pwc.com/gx/en/hr-management-services/publications/assets/ceosurvey-talent-challenge.pdf.

[125] The Economist Intelligence Unit in co-operation with Development Dimensions Institute, "The CEO's role in talent management: How top executives from

Johnson and Johnson, are directly involved in their corporation's talent management

systems to ensure talent is embedded as a component within overall corporate strategy.

The 2010 three-part case study entitled, *IBM's Global Talent Management Strategy: The*

Vision of the Globally Integrated Enterprise, by Dr. John W. Boudreau of the Society of

Human Resource Management, examines the evolution of International Business

Machines' (IBM) Workforce Management Initiative.[126] The Workforce Management

Initiative aligned IBM's human capital requirements with its strategic business transition

in an increasingly globalized marketplace. The 2012 American Society for Training and

Development case study by Lisa J. Downs, "Integrated Talent Management: Building a

Strategy One Block at a Time," examines how PEMCO Mutual Insurance, a mid-sized

company from Seattle, implemented an integrated talent management strategy.[127] The

study details how PEMCO's integrated talent management strategy impacts corporate

branding, talent development, and succession planning.

The April 2010 Bloomberg Businessweek article by Diane Brady, "Can GE Still

Manage?" describes how GE's iconic Management Institute at Crotonville, New York,

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ten countries are nurturing the leaders of tomorrow," *The Economist*, 2006, accessed January 3, 2014, http://www.ddiworld.com/DDIWorld/media/trend-research/ceos-role-in-talent-management_eiu_ddi.pdf?ext=.pdf.

[126] John W. Boudreau, "IBM's Global Talent Management Strategy: The Vision of the Globally Integrated Enterprise" (Case Study, Society for Human Resource Management, Alexandria, VA, 2010), accessed April 6, 2015, http://www.shrm.org/ Education/hreducation/Documents/Boudreau_Modify%20IBM%20Case%20Study_PDF %20Only-CS5-partA-FINAL%20TO%20POST.pdf.

[127] Lisa J. Downs, "Integrated Talent Management: Building a Strategy One Block at a Time," *Talent Development Magazine*, August 2012, accessed February 16, 2015, https://www.td.org/Publications/Magazines/TD/TD-Archive/2012/08/Integrated-Talent-Management.

redesigned its approach to leader development following the global financial crisis.[128]

The article states that the redesign was the result of "self-reflection on steroids" led by

GE CEO Jeff Immelt in an effort to ensure GE continues to be the gold standard for talent

management. The November 2011 article in fortune.com, "How do great companies

groom talent?" by Richard McGill Murphy, reviews the Fortune Magazine list of Top 25

Companies for Leaders.[129] The author draws the conclusion from his review that U.S.

companies no longer dominate global leadership development. Corporations from India,

China, and Brazil have all made leadership development a strategic priority. A February

2012 article in Harvard Business Review, "How GE Is Attracting, Developing, and

Retaining Global Talent," by Susan Peters, discusses GE's "Global New Directions"

effort. Susan Peters is GE's Senior Vice President of Human Resources.[130] The "Global

New Directions" effort is a focus group of millennial-age GE employees who have the

opportunity to present recommendations to the GE CEO on ways to better identify,

attract, develop, and retain talented millennial-age employees. In the March 2012

Forbes.com article, "Why Leaders Must Be Experts: Keys to Success From GE," author

Josh Bersin highlights how GE has shifted its leadership preference from general

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[128] Diane Brady, "Can GE Still Manage?" *Bloomberg Businessweek,* April 2010, accessed February 15, 2015, http://www.bloomberg.com/bw/magazine/content/ 10_17/b4175026765571.htm.

[129] Richard M. Murphy, "How do Great Companies Groom Talent?" Fortune.com November 3, 2011, accessed April 8, 2015, http://fortune.com/2011/11/03/how-do-great-companies-groom-talent/.

[130] Susan Peters, "How is GE Attracting, Developing, and Retaining Global Talent," *Harvard Business Review*, February 8, 2012, accessed October 20, 2014, https://hbr.org/2012/02/how-ge-is-attracting-and-devel.

managers to experts in specific fields, such as scientists or engineers.[131] New GE leaders

are required to stay within their business areas for five years in order to develop "Deep"

expertise or a complete and total understanding of the business itself. The April 2014

Harvard Business Review article, "The Secret Ingredient in GE's Talent Review

System," discusses how the heart of GE's system of performance appraisal is not forms,

rankings, or technologies, but instead is the time commitment the organization and

leadership devotes to open dialog.[132] The author, Ragu Krishnamoorthy, is GE's vice

president of executive development and chief learning officer. In the February 2015

Human Resource Magazine article, "What's in Store for HR in 2015," author Josh Bersin

believes that 2015 will be a transformational year in many areas of corporate talent

management.[133] He makes nine predictions of how human resource management will

redefine the workplace in 2015 and highlights a company that is currently innovating

within each prediction.

Research to answer the primary research question of this thesis was focused in

five areas. Each focus area was intended to answer a supporting question of the primary

research question. These research focus areas were: (1) research on the background of the

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[131] Josh Bersin, "Why Leaders Must Be Experts: Keys to Success from GE," Forbes.com, March 9, 2012, accessed April 8, 2015, http://www.forbes.com/sites/joshbersin/2012/03/09/why-leaders-must-be-experts-keys-to-success-from-ge/.

[132] Raghu Krishnamoorthy, "The Secret Ingredient in GE's Talent-Review System," *Harvard Business Review*, April 17, 2014, accessed October 20, 2014, https://hbr.org/2014/04/the-secret-ingredient-in-ges-talent-review-system/.

[133] Josh Bersin, "What's in Store for HR in 2015," *HR Magazine* 60, no. 1 (January/February 2015): 33-51, accessed April 6, 2015, http://www.shrm.org/publications/hrmagazine/editorialcontent/2015/010215/pages/010215-2015-predictions-for-hr.aspx.

Army's career and talent management systems; (2) research to identify the primary critiques and criticisms of the Army's current talent management system; (3) research to gain a perspective on what recommended changes the Army needs to undertake in order to improve its talent management systems; (4) research to determine the role of talent management within private sector global corporations; (5) research to identify specific examples of effective talent management practices, policies, and systems employed by leading global corporations. This chapter presented a review of the literature, outlined chronologically, within each research focus area.

CHAPTER 3

RESEARCH METHODOLOGY

Chapter 1, "Introduction," noted that future Army operations will occur
throughout a global environment marked by complexity and uncertainty. The *2014 Army
Strategic Planning Guidance* (ASPG) highlights this ambiguity: "it is inevitable that
there will be a next crisis at an unanticipated time, in an unforeseen place, unfolding in an
unforeseen manner, requiring the rapid commitment of Army forces."[134] To succeed in
this complex future environment, the Army has identified adaptive and innovative leaders
as a strategic requirement. However, also highlighted in chapter 1 is the concern that the
Army will not be able to produce the type of adaptive and innovative leaders it requires
for the complex future operating environment because it lacks a deliberate approach to
recognizing and promoting talent.[135]

Finally, in chapter 1 of this study, the concept of Integrated Talent Management
Strategy (ITME) was introduced as a recommendation to better align Army talent with
Army strategic objectives and requirements.[136] ITME is a deliberate and coordinated
process to optimize leader development practices and align talent with current and future
Army requirements.[137] The purpose of the thesis is to answer the question of whether an
ITME will serve as an effective talent management strategy for the Army and therefore

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[134] Department of the Army, *2014 Army Strategic Planning Guidance*, 3.

[135] Springer.

[136] Crannell, slide 5.

[137] Ibid., slide 7.

be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world.

This chapter, Chapter 3, "Research Methodology," will identify the methodology by which this study will determine whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world. This study will be conducted as a qualitative analysis. The intent is to assess the concepts found in the ITME model proposed by the 2014 Army Science Board (ASB) study against talent management principles employed by leading private sector global corporations. The six principles of effective global talent management identified in the 2012 Massachusetts Institute of Technology Sloan School of Management paper (MIT Sloan), "Six Principles for Effective Global Talent Management," are the standards by which the proposed ITME model will be assessed.

The assessment will be conducted in accordance with the following steps. First, each talent management principle will be defined from the MIT Sloan paper. Second, examples will be provided to illustrate how leading private sector corporations adhere to each principle of talent management. Third, based on the understanding of the talent management principles gained from steps one and two, components or aspects of ITME will be identified that adhere or align with each talent management principle. Finally, an assessment will be conducted to determine whether ITME "strongly," "moderately," or "fails" to adhere to the talent management principle as described. "Strongly" will be defined as ITME including specific components or making specific recommendations that directly align with that talent management principle. "Moderately" will be defined as

ITME including no specified component or recommendation; however, the perceived effect of ITME will adhere to that talent management principle. "Fails" will be defined as no specified component or recommendation, as well as no perceived indirect adherence with any of the talent management principles.

The Army and global corporations face similar challenges in the global environment and both gain a competitive advantage through a high-quality workforce. Talent management is a strategic priority for global corporations and the Army is in direct competition with the private sector in the "War for Talent." Therefore, it is both meaningful and appropriate to assess the ITME model recommended by the ASB against proven talent management principles employed by global corporations to determine whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world. Further, talent management principles, instead of industry "best practices," have broad application and account for the inherent differences in mission and purpose between the Army and private sector global corporations.

<div align="center">The Same Complex and Uncertain Environment</div>

The complexity and uncertainty which define the Army's future operating environment also shape the global marketplace. The *2014 Army Operating Concept* (AOC) identifies five characteristics of the future operational environment that will have a significant impact on land force operations.[138] These characteristics describe a global operating environment marked by the speed at which information can accelerate

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[138] TRADOC, TP 525-3-1, 9-10.

interaction between people across traditional state boundaries, the availability and

accessibility of new technology and weapons to state and non-state actors, and

demographic shifts among populations to urban areas.[139] Fiscal uncertainty and military

budget constraints also affect how the Army reframes its strategy for the future operating

environment.[140] The global economy, information accessibility, technological parity, and

demographic shifts are all compounding factors that produce a multifaceted operating

environment for the Army.

The economic, information, demographic, and technological characteristics that

define the Army's operating environment also define the global marketplace and present

challenges for private sector corporations. The 2009 Development Dimensions

International report, *Nine Best Practices For Effective Talent Management*, describes the

complex and dynamic global marketplace: "New products and new business models have

shorter life cycles, demanding constant innovation. Technology enables greater access to

information and forces us to move at the speed of business."[141] In the 17th Annual Global

CEO Survey: *The talent challenge: Adapting to Growth*, conducted by human resource

consulting firm PricewaterhouseCoopers (PwC), "megatrends," such as technological

advances, demographic shifts, shifts in global economic power, resource scarcity, and

rapid urbanization, were all identified by global CEOs as challenges inherent in the

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[139] The five characteristics described on pages 9-10 of the Army Operation
Concept are; (1) Increased velocity and momentum of human interaction, (2) Potential
for overmatch, (3) Proliferation of weapons of mass destruction, (4) Spread of advanced
cyberspace and counter-space capabilities, (5) Demographic and operations among
populations, in cities, and in complex terrain.

[140] Department of the Army, *2014 Army Strategic Planning Guidance*, 1.

[141] Erker, Smith, and Wellins, 3.

global marketplace.[142] Both reports identify challenges for global corporations that echo those characteristics that shape the Army's operating environment. Like the Army, private sector corporations must operate in a complex and uncertain global environment.

<u>The Same Competitive Advantage</u>

The *2013 Army Leader Development Strategy* (ALDS) states that developing leaders is a competitive advantage for the Army that cannot be replaced by new technology or advanced weaponry.[143] Similarly, global corporations require talented and skillful employees to gain a competitive advantage in the global marketplace. Iconic business leader Jack Welch, the former CEO of General Electric (GE), stated that "Having the most talented people in each of our businesses is the most important thing. If we don't, we lose."[144] New products and technology can be replicated, lower prices can be matched, and lucrative markets can be dominated for only so long, but replicating a high quality, highly engaged workforce is nearly impossible.[145] Additionally, a talented workforce of skilled, innovative, and adaptive employees represents a rapidly increasing source of financial value for a corporation, worth far more to a corporation than its tangible assets, such as equipment and facilities.[146] Talented employees are an unmatched asset to global corporations. For both the Army and global corporations alike, a talented

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[142] PricewaterhouseCoopers 17th Annual Global CEO Survey, 3.

[143] Department of the Army, *2013 Army Leader Development Strategy*, 3.

[144] Axelrod, Handfield-Jones, and Michaels.

[145] Erker, Smith, and Wellins, 1.

[146] Ibid., 3.

and highly qualified workforce is a competitive advantage that is essential to success in the global environment.

<p style="text-align:center">Talent Management is a Strategic Priority
to Private Sector Corporations</p>

Recruiting, assessing, and managing employee talent is a strategic priority for private sector corporations. In 2013, the market for talent management software grew 17% and was estimated to be a five billion dollar a year industry.[147] Talent management is a rapidly evolving and expanding market because corporations understand that talent management and talent optimization are critical to business success.[148] In the 17th Annual Global CEO Survey, 63% of CEOs interviewed stated that the availability of employees who possessed the right skills and talent for their business strategy was a serious concern.[149] Current CEO of GE, Jeff Immelt, during a discussion at Harvard Business School stated that the "War for Talent" and the question "Are we attracting the right people?" keeps him up at night.[150] The concern over effective talent management reflects a belief among top corporate executives that effective talent management directly leads to greater workforce productivity and faster revenue growth.[151] Private sector corporations are willing to dedicate extensive time and money to their talent management

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[147] Bersin, "The Talent Management Software Market Surges Ahead."

[148] Ibid.

[149] PricewaterhouseCoopers 17th Annual Global CEO Survey, 3.

[150] Shaheen.

[151] The Economist Intelligence Unit in co-operation with Development Dimensions Institute, 5.

practices because having the right employee is a critical strategic component of their

success in the global marketplace.

<center>Competition in the "War for Talent"</center>

Global corporations are highly invested in the "War for Talent" and the Army is

in competition with them for the best talent America has to offer.[152] The Army is on the

defense in the "War for Talent" with the private sector. Due to very limited mid- and

senior-level initial entry positions, the Army does not have the ability to recruit talent

from the executive levels of corporations. Instead, to be successful the Army must retain

its most talented officers. The intangible qualities that typically characterize Army

officers, such as demonstrated leadership abilities, experience, training, and education,

are in high demand and aggressively sought out by outside employers.[153] The Army is

additionally challenged when competing with the civilian sector for talented employees

due to the inherent dangers of the occupation, as well as the inability of the Army to

match private sector pay flexibility, stability, and wage incentives. These incentives,

coupled with the value the private sector places on talented officers, can lead to talent

flight among the Officer Corps when talented officers believe their Army careers have

failed to meet their expectations.[154] The loss of a talented officer to the private sector

represents a significant cost to the Army in terms of experience, training, money, and

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[152] Colarusso, Lyle, and Wardynski, *Talent: Implications for a U.S. Army Officer Corps Strategy*, 21.

[153] Colarusso, Lyle, and Wardynski, *Towards a U.S. Army Officer Corps Strategy for Success: A Proposed Human Capital Model Focused Upon Talent*, 4.

[154] Ibid., 31.

time that cannot be easily replaced. In the "War for Talent," the Army must retain its pool of talented officers in order maintain its competitive advantage.

<u>Evaluation Criteria: Principles of Effective</u>
<u>Global Talent Management</u>

The talent management principles that will be used to evaluate the Army Science Board's ITME model are identified in the 2012 Massachusetts Institute of Technology Sloan School of Management paper entitled "Six Principles for Effective Global Talent Management."[155] This paper was the result of a multi-year research project conducted by an international team of researchers from the European Institute for Business Administration (INSEAD), Cornell, Cambridge, and Tilburg universities. The research examined thirty-three multinational corporations headquartered in eleven countries. The corporations were selected based on their superior business performance and reputations as defined by *Fortune* magazine and similar publications. Interviews were conducted with human resource professionals, executives, and line managers in order to determine how those corporations recruit, select, develop, promote, and move talented employees through the organization. As a result, researchers determined that the talent management systems and practices of successful global corporations adhere to the following six principles: (1) alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs, and (6) employer branding through differentiation.[156]

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[155] Bjorkman et al., 25-32.

[156] Ibid., 25.

The first principle, alignment with strategy, is the natural starting point for talent management.[157] This principle holds that for a corporate strategy to be successful, thought must be put into developing a parallel and supporting talent management strategy to ensure the right people are developed and deployed to drive the effort.[158] Flexibility in talent management strategy is also essential because as business strategy changes, companies must revamp their talent management approach and performance management systems.[159]

The principle of internal consistency refers to the way a corporation's talent management practices fit with each other.[160] The belief is that the coherent combination of talent management practices will lead to a whole that is more effective than the sum of its parts.[161] The example given is that if a company invests significantly in developing and training high-potential employees, then it should also emphasize competitive compensation and employee retention.[162] To ensure consistency over time, the talent management systems and components must be continuously monitored, reviewed, and assessed.[163]

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[157] Ibid., 26.

[158] Ibid., 27.

[159] Ibid.

[160] Ibid.

[161] Ibid.

[162] Ibid.

[163] Ibid., 28

Cultural embeddedness is the third principle identified in the study. This principle refers to the deliberate integration of corporate culture, core values, and business principles into the talent management process.[164] Cultural fit is a consideration in hiring methods and leader development activities.[165] Additionally, "values-based" performance management systems assess high potential employees not only according to what they achieve, but also on how they reflect shared values.[166] The belief is that skills and qualifications are easier to develop than attitudes and values.[167]

The fourth principle is management involvement. This principle states that talent management is not just a human resource function and that managers at all levels need to be involved.[168] To be successful, a senior leader must embrace his role as "chief talent officer" within their organization.[169] Recruiting, succession planning, retention, and leadership development need to be their top priorities.[170]

The principle of balance of global and local needs refers to the way in which multinational corporations determine how to respond to local demands while maintaining a coherent talent management approach.[171] Corporations need a talent management

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[164] Ibid.

[165] Ibid.

[166] Ibid., 29.

[167] Ibid., 28.

[168] Ibid., 29.

[169] Ibid.

[170] Ibid.

[171] Ibid., 30.

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template that is consistent across all human resource functions, but also flexible enough to allow local subsidiaries to adapt that template to their specific circumstances.[172] The study found that those corporations that find a balance between global standardization and local implementation have the greatest success in the talent management of their employees.[173]

The final principle is employer branding through differentiation. This refers to the marketing of the corporation in an effective way that attracts the right people to fulfill its talent requirements.[174] To entice the best talent and strengthen a talent pipeline, corporations need to make themselves stand out from their competitors.[175] Whether it is by emphasizing opportunities for long-term careers and promotion or by stressing corporate social responsibility, it is essential that a corporation differentiate itself from competitors in order to attract and retain the best talent.[176]

This study will be conducted as a qualitative analysis of the ITME recommended by the 2014 ASB. The intent of this qualitative analysis is to assess the concepts found in the ITME model against talent management principles employed by leading private sector global corporations. The results of this analysis will be used to determine whether an ITME will serve as an effective talent management strategy for the Army and

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[172] Ibid.

[173] Ibid.

[174] Ibid.

[175] Ibid., 31.

[176] Ibid., 30-31.

therefore be capable of supporting the Army's strategic requirement of adaptive leaders

for a complex world.

CHAPTER 4

ANALYSIS

A September 2014 study conducted by the Army Science Board (ASB) determined that the Army lacks a deliberate approach to recognizing, employing, and promoting talent.[177] The ASB recommended the Army institute an Integrated Talent Management Enterprise (ITME) that would enable the Army to produce the type of adaptive leaders required to "win" in the complex future environment.[178] In this chapter, a qualitative analysis will be conducted to assess the concepts found in the ITME model proposed by the 2014 ASB. The results of this analysis will be used to answer the primary research question of this study: whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world.

This qualitative analysis will be conducted utilizing the following four step methodology. First, each talent management principle will be defined from the MIT Sloan paper. Second, examples will be provided to illustrate how leading private sector corporations adhere to each principle of talent management. Third, based on the understanding of the talent management principles gained from steps one and two, components or aspects of ITME will be identified that adhere to or align with each talent management principle. Finally, an assessment will be conducted to determine whether

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[177] Springer.

[178] Ibid.

ITME "strongly" adheres, "moderately" adheres, or "fails" to adhere to each talent management principle.

In this assessment, "strongly" is defined as ITME including specific components or making specific recommendations that directly align with that talent management principle. "Moderately" is defined as ITME including no specified component or recommendation, but the perceived effect of ITME will adhere to that talent management principle. "Fails" is defined as no specified component or recommendation, as well as no perceived adherence to that talent management principle.

As previously highlighted in Chapter 3, "Research Methodology," effective principles of global corporate talent management offer meaningful and appropriate standards from which to assess ITME. The Army and global corporations face similar challenges in the global environment and both gain a competitive advantage through a high quality workforce. Talent management is a strategic priority for global corporations, and the Army is in direct competition with the private sector in the "War for Talent." Additionally, talent management principles, instead of industry "best practices," have broad application and account for the inherent differences in mission and responsibility between the Army and private sector global corporations.

The six principles of effective global talent management identified in the 2012 Massachusetts Institute of Technology Sloan School of Management paper (MIT Sloan) entitled "Six Principles for Effective Global Talent Management" will be used as the standards to assess the proposed ITME model. These principles were identified following a multi-year examination of leading global corporations to determine how they select, recruit, develop, promote, and move talented employees through the organization. The

study found that the talent management systems of successful global corporations adhere

to the following six principles: (1) alignment with strategy, (2) internal consistency,

(3) cultural embeddedness, (4) management involvement, (5) a balance of global and

local needs, and (6) employer branding through differentiation.[179]

<div align="center">Principle 1: Alignment with Strategy</div>

The MIT Sloan paper states that the principle of alignment with strategy is the

natural starting point for talent management.[180] This principle holds that for a corporate

strategy to be successful, it must develop a parallel and supporting talent management

strategy to ensure the right people are developed and deployed to drive the effort.[181]

Flexibility in talent management strategy is also essential because as business strategy

changes, companies must revamp their talent management approach and performance

management systems.[182]

General Electric (GE) is highlighted in the MIT Sloan paper as a corporation that

adheres to the talent management principle of alignment with strategy. GE has long held

that its talent management system is its most powerful business strategy implementation

tool.[183] Therefore, when GE renewed their focus toward technological leadership and

innovation, their talent management strategy adjusted to include targeting technology

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[179] Bjorkman et al., 25.

[180] Ibid., 26.

[181] Ibid., 27.

[182] Ibid.

[183] Ibid.

skills as a key developmental requirement during its annual organizational and individual review process.[184]

The Workforce Management Initiative instituted by International Business Machines Corporation (IBM) is a second example of the talent management principle of alignment with strategy. In 2003, IBM's senior leadership identified that the increased globalization of world markets affected how corporations conducted international business.[185] IBM would need to adapt its business strategy to meet the evolving needs of its customers in order to maintain its position as a global business solutions leader. IBM realized that this evolution in business strategy would require a significant reevaluation of their current approach to human capital and human resource management.[186] IBM's approximately 350,000 employees were highly qualified and motivated; however, IBM's leadership assessed that they could simply not provide the global flexibility that would be needed to serve the evolving needs of IBM's clients.[187]

As a result, IBM instituted the concept of Workforce Management Initiative to align its talent management systems with its business strategy.[188] IBM's Workforce Management Initiative is a series of workforce strategies, policies, processes, and tools that enable optimal labor deployment and talent management in support of IBM's

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[184] Ibid.

[185] Boudreau, 1.

[186] Ibid., 2.

[187] Ibid.

[188] Ibid., 11.

business success in the global market.[189] Referring to the definition of alignment with strategy provided in the MIT Sloan paper, Workforce Management Initiative is the "parallel and supporting talent management strategy" that enabled the successful execution of IBM's corporate strategy.

The ITME recommended by the ASB concept incorporates aspects and components that adhere to the talent management principle of alignment with strategy. First, ITME defines talent management as the alignment of talent with current and future Army requirements.[190] Second, as part of ITME, the ASB recommends farsighted workforce planning, based on predictive analysis and unified talent assessment and acquisition protocol, to create a quality force capable of meeting global challenges.[191] Finally, ITME includes the recommendation that the Army create a Talent Proving Ground in order to evaluate and promote the latest advances in neuroscience research, learning strategies, and educational technology.[192]

ITME strongly adheres to the talent management principle of alignment with strategy. Holistically, the intent of ITME is to make talent management within the Army a coordinated and deliberate component of the strategy, yet also have the flexibility to evolve at a pace that complements Army strategy. The specific recommendations concerning workforce planning, talent acquisition, and a Talent Proving Ground will

[189] Ibid.

[190] Crannell, slide 7.

[191] Ibid., slide 17.

[192] Ibid., slide 18.

enable the Army to more accurately develop and deploy the right officers against global requirements and ensure talent management strategy is aligned with Army strategy.

<u>Principle 2: Internal Consistency</u>

The MIT Sloan paper defines the principle of internal consistency as the way a corporation's talent management practices fit with each other.[193] The belief is that the coherent combination of talent management practices will lead to a whole that is more effective than the sum of its parts.[194] The example given is that if a company invests significantly in developing and training high-potential employees, then it should also emphasize competitive compensation in order to encourage employee retention.[195] To ensure consistency over time, the talent management systems and components must be continuously monitored, reviewed, and assessed.[196] A 2006 report, by business consulting firm The Economist Intelligence Unit, reinforces the importance of internal consistency in their finding that leading corporate CEOs believe "good talent management is not undertaken in a piecemeal fashion but consists of comprehensive development programs."[197]

The MIT Sloan paper identifies defense and security company BAE Systems as an organization that adheres to the talent management principle of internal consistency.

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[193] Bjorkman et al., 25.

[194] Ibid.

[195] Ibid., 27.

[196] Ibid., 28.

[197] The Economist Intelligence Unit in co-operation with Development Dimensions Institute, 3.

Managers at BAE Systems are tracked continuously for developmental purposes from the time they are first designated as members of the leadership cadre.[198] This system of tracking entails the use of 360-degree appraisals, behavioral performance feedback, and executive evaluations to target specific leadership development needs and create an individualized leadership development program for that manager.[199]

The Everyday Performance Management System instituted in 2012 by the agricultural corporation Cargill is another example of the talent management principle of internal consistency.[200] The intent of the Everyday Performance Management System was to transform Cargill's evaluation and assessment mechanism from a cumbersome annual process to ongoing daily discussions that focused on feedback, development, coaching, and trust.[201] Cargill values day to day conversations between managers and subordinates and believes they are better indicators of performance and predictors of potential then traditional metrics, forms, or rating scales. Therefore, to achieve consistency in their talent management, Cargill took the groundbreaking step of eliminating all rating-based performance management.[202] As a result of this system, Cargill was awarded the 2014 Human Resource Management Impact Award by the Society for Human Resource Management.[203] Referring to the definition of internal

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[198] Bjorkman et al., 28.

[199] Ibid.

[200] Bersin, "What's in Store for HR in 2015," 37.

[201] Ibid.

[202] Ibid.

[203] Ibid.

consistency provided in the MIT Sloan paper, Cargill's Everyday Performance

Management System represents a "coherent combination of talent management

practices."

Several aspects of the ITME model recommended by the ASB demonstrate the

talent management principle of internal consistency. First, ITME integrates talent

management functions as well as talent management policy, management, and

infrastructure.[204] Through this integration, the talent management components of

workforce planning, talent acquisition, performance management, development,

succession management, and retention become linked. Second, ITME includes the

recommendation that the Army establish a Systems Integration Lab.[205] The Systems

Integration Lab would be a common database for officer management that would enable

consistent data analysis across branches, assignments, or duty locations.[206] Finally, the

ITME includes the recommendation that the Army create a talent pool through

broadening assignments.[207] This recommendation would link the great value that the

Army places on the benefits of serving in broadening assignments, such as enhanced

strategic perspective, with the actual assignment opportunities of top tier junior officers.

The talent pool is defined as a deliberate Army program that utilizes predictive analytics

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[204] Crannell, slides 12, 16.

[205] Ibid., slide 19.

[206] Ibid.

[207] Ibid., slide 20.

and individual assessments to identify officers with strategic potential and ensure they are

afforded the opportunity to serve in broadening assignments.[208]

ITME strongly adheres to the talent management principle of internal consistency.

The ASB recommendation of a common user Systems Integration Lab would ensure

there is consistent and unified officer talent management instead of the current system

that is heavily reliant on branch specific talent management. The ASB recommendation

to use broadening assignments to build a talent pool for critical Generating Force

positions would result in greater consistency between what the Army states is

developmentally important and how the Army determines assignment prioritization for

officers. Overall, the intent of ITME is for the Army to move away from "ad hoc" talent

management and toward a system that is consistent across all of the talent management

functions, as well as a system that is consistent in its application of policies and practices

throughout the Officer Corps.

Principle 3: Cultural Embeddedness

The principle of cultural embeddedness in the MIT Sloan paper refers to the

deliberate integration of corporate culture, core values, and business principles into the

talent management process.[209] Cultural fit is a consideration in hiring methods and leader

development activities.[210] Additionally, "values-based" performance management

systems assess high potential employees not only according to what they achieve, but

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[208] Ibid.

[209] Bjorkman et al., 25.

[210] Ibid.

also on how they reflect shared values.[211] The belief is that skills and qualifications are

easier to develop than attitudes and values.[212]

The MIT Sloan paper highlights IBM as a corporation that adheres to the talent

management principle of cultural embeddedness. In addition to including values as

criteria in hiring and promotion decisions, IBM conducts "ValuesJam" sessions to ensure

employee values are consistent throughout the company.[213] These "ValuesJam" sessions

provide an opportunity for employees to debate and consider the fundamentals of IBM's

core values in an effort to ensure they are not perceived as being imposed from the top,

but rather embraced and demonstrated at the grass roots level.[214]

GE's talent review system is a second example of the talent management principle

of cultural embeddedness. Human resources management is considered a sacred art

within GE, and as a result, they devote vast amounts of money, a billion dollars annually,

and time to leader development and talent evaluation.[215] GE's innovative approach to

talent appraisal is a function of their commitment to effective talent management. As

described by GE's Chief Learning Officer, Raghu Krishnamoorthy, what differentiates

GE's approach to the talent review system is the intensity of the discussion about not

only the performance, but also about the values of an individual.[216] GE employees are

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[211] Ibid., 29.

[212] Ibid., 28.

[213] Ibid.

[214] Ibid.

[215] Brady, 28.

[216] Krishnamoorthy.

evaluated both on what they accomplish and on how they lead.[217] In many cases,

intangible traits, such as a hunger to win, tenacity, and resourcefulness can trump more

measurable skills and qualifications during the GE talent review process.[218] Developing

an exhaustive view of an individual employee is so critical to GE that an employee's

talent is assessed by multiple levels of leadership and direct supervisors are judged in part

by their ability to accurately appraise the talent of their subordinate employees.[219]

Referring to the definition of cultural embeddedness provided in the MIT Sloan paper,

GE's talent review system is based on the "deliberate integration of corporate culture,

core values, and business principles into the talent management process."

The ITME model recommended by the ASB contains one recommendation that is

aligned with the talent management principle of cultural embeddedness. The ITME

recommendation for the Chief of Staff of the Army to create a talent pool through

broadening assignments could affect the Army's "muddy boot" culture.[220] Additionally,

the Army Science Board states in their report that the Army has ongoing talent

management activities that can serve as building blocks for ITME.[221] For the sake of this

assessment, the Army's current practice of evaluating officers in part based on the

competencies and attributes outlined in Army Doctrinal Publication 6-22, *Army

Leadership*, and Army Doctrinal Reference Publication 6-22, *Army Leadership*, will be

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[217] Ibid.

[218] Ibid.

[219] Ibid.

[220] Crannell, slide 20.

[221] Ibid., slide 5.

considered one of the ongoing talent management practices that can serve as building blocks for ITME.

ITME moderately adheres to the talent management principle of cultural embeddedness. From a cultural standpoint, the creation of a talent pool through broadening assignments will have a mitigating effect on the impact of the Army's "muddy boots" culture within the current assignment process. This talent pool will foster a better balance between operational and broadening assignments and allow the Army to move away from the cultural perception that "more is better" when it comes to branch-specific operational or tactical assignments. Further, if the Army includes its current system of officer evaluation that assesses an officer's competencies and attributes as a building block of ITME, then the Army's core values will be included within the ITME. However, without any specific recommendations to enhance the Army's integration of core values into the talent management process, the criticisms of the current Army Officer Evaluation system will continue within ITME.

<div align="center">Principle 4: Management Involvement</div>

The principle of management involvement in the MIT Sloan paper refers to the idea that talent management is not solely a human resource function, but instead managers need to be deeply involved and invested in talent decisions.[222] To be successful, senior leaders must embrace their role as "chief talent officer" within their respective organizations.[223] Recruiting, leadership development, succession planning, and

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[222] Bjorkman et al., 29.

[223] Ibid.

retention need to be their top priorities.[224] A conclusion of the report, *The CEO's role in talent management: How top executives from ten countries are nurturing the leaders of tomorrow,* reinforces the principle that management involvement in talent management strategy is essential: "…given its importance, the strategy needs to be driven from the top. CEOs and COOs should oversee talent management strategy rather than delegating it to HR departments."[225]

The MIT Sloan paper recognizes the consumer goods company Proctor and Gamble as a corporation that adheres to the talent management principle of management involvement. A.G Lafley, the former CEO of Proctor and Gamble, assessed that he dedicated almost half his time to talent management and talent development.[226] As CEO, he said, "…nothing I do will have more enduring impact on P&G's long term success than helping to develop other leaders."[227]

The work of CEO Jeff Immelt to modify and improve GE's leader development practices following the recent global financial crisis is also an example of the talent management principle of management involvement. Developing and assessing GE's talent management strategy is a central function of Jeff Immelt's role as CEO. Following the recent global financial crisis, Immelt conducted what he described as "self-reflection

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[224] Ibid.

[225] The Economist Intelligence Unit in co-operation with Development Dimensions Institute, 3.

[226] Bjorkman et al., 29.

[227] Ibid.

on steroids" in order to reevaluate the way in which GE developed its leaders.[228] He

believed that as the chief "talent manager" within GE, it was his responsibility to call into

question some of the talent development methods employed at GE's iconic Crotonville

corporate campus and explore new ideas in talent management strategy.[229] Immelt

solicited management suggestions from a diverse range of organizations, such as Google

and China's Communist Party, as well as through monthly dinners with executives to

debate leadership and openly scrutinize GE's leadership approach.[230] Referring to the

definition of management involvement provided in the MIT Sloan paper, GE CEO Jeff

Immelt embraced his role as "chief talent officer" within GE, and he makes talent

management one of his top priorities.

The ITME model recommended by the ASB includes several recommendations

that adhere to the talent management principle of management involvement. First, the

Army Science Board recommends implementation of the ITME under the direction of a

single leader.[231] Second, the ASB recommends that to support ITME, the Army should

create a talent proving ground.[232] The intent of both of these recommendations is to

establish a unifying vision for Army talent management driven by senior Army

leaders.[233]

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[228] Brady, 28.

[229] Ibid.

[230] Ibid.

[231] Crannell, slide 17.

[232] Ibid., slide 18.

[233] Ibid., slide 21.

ITME strongly adheres to the talent management principle of management involvement. Implementing ITME under a single leader will create a "chief talent officer" for the Army. As the Army's "chief talent officer," this senior leader will have the ability to establish, enforce, and continuously reassess the Army's talent management strategy. Additionally, the creation of a talent proving ground for the Army will serve as the research and development body for the Army's "chief talent officer." This will ensure that the Army's unifying talent management strategy is evaluated properly, effectively communicated, and based on the most recent advances in science, learning strategies, and education technology.

<div align="center">Principle 5: Balance of Global and Local Needs</div>

MIT Sloan defines the principle of balance of global and local needs as the way in which multinational corporations determine how to respond to local demands while maintaining a coherent talent management approach.[234] Corporations need a talent management template that is consistent across all their functions, but also flexible enough to allow local subsidiaries to adapt that template to their specific circumstances.[235] The study found that those corporations that find a balance between global standardization and local implementation have the greatest success in the talent management of their employees.[236]

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[234] Bjorkman et al., 30.

[235] Ibid.

[236] Ibid.

The MIT Sloan paper highlights IBM as a corporation that adheres to the talent

management principle of balance of global and local needs. At IBM, foreign subsidiaries

are required to utilize IBM's corporate performance management system. However, IBM

permits these same foreign subsidiaries to develop other talent management policies and

practices to effectively address local conditions and cultural norms.[237]

Additionally, at GE the talent management principle of balance of global and

local needs is exemplified through GE's "Global New Directions" effort. Instead of

balancing global and local needs based on geography, this effort is designed to identify

specific ways to attract, develop, and retain millennial-age talent.[238] GE realized that the

millennial generation currently entering the workforce differs technologically and

socially from other generations of GE employees, and therefore anticipating their unique

needs required a tailored leadership development vision.[239] In an effort to achieve this

tailored vision, GE convened a panel of twenty-one millennials from various GE business

functions and allowed them to make recommendations to GE's CEO concerning

leadership development, performance management, incentives, and corporate

branding.[240] Referring to the definition of balance of global and local needs provided in

the MIT Sloan paper, GE's millennial employees represented "local" needs that GE had

to meet while still maintaining a coherent global talent management approach.

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[237] Ibid.

[238] Peters.

[239] Ibid.

[240] Ibid.

Several aspects of ITME align with the talent management principle of balance of global and local needs. First, talent management within ITME is guided by the philosophy of mission command.[241] This would mean that the management of talent within ITME would be predicated on a shared or common understanding of the Army's overall talent management strategy (global needs), with decentralized execution (local needs) within the intent of that strategy. Second, performance management within ITME includes the concept of designing teams based on performance and fit to serve emerging "local" or specialized requirements better.[242] Finally, the learning and leadership development component of ITME achieves a balance between global and local needs for the Army because it is based on the concept of tailored learning plans for individual officers.[243]

ITME strongly adheres to the talent management principle of balance of global and local needs. Through tailored development plans and custom designed teams, ITME will address and mitigate many of the criticisms of the Army's current "standardized" or "one size fits all" system of talent management. ITME will enhance the Army's ability to maintain an overarching talent management strategy while meeting the "local" needs of Army units and individual officers.

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[241] Crannell, slide 7.

[242] Ibid., slide 21.

[243] Ibid.

<u>Principle 6: Employer Branding Through Differentiation</u>

Employer branding through differentiation, the final principle identified in the MIT Sloan paper, refers to the effective marketing of a corporation in a way that attracts the right people to fulfill its talent requirements.[244] To entice the best talent and strengthen a talent pipeline, corporations need to make themselves stand out from their competitors. [245] Whether it is by emphasizing opportunities for long-term careers and promotion or by stressing corporate social responsibility, it is essential that a corporation differentiate itself from competitors in order to attract and retain the best talent.[246]

The MIT Sloan paper identifies the technology company Intel as a corporation that adheres to the talent management principle of employer branding through differentiation. Intel works to enhance its brand internationally by making it their top priority to identify and hire top local talent, regardless of where Intel is conducting business in the world.[247] When Intel decided to open a production facility in Vietnam, they differentiated their corporate brand by becoming involved with local governments and universities to advance local educational opportunities and computer literacy.[248] Intel's intent was to create a unique corporate brand that would differentiate them from competitors in a positive way, and as a result attract the best available local talent.

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[244] Bjorkman et al., 30.

[245] Ibid., 31.

[246] Ibid., 30-31.

[247] Ibid., 31.

[248] Ibid.

The talent development strategy employed by the PEMCO Mutual Insurance Company is a second example of the talent management principle of employer branding through differentiation. PEMCO is one of many mid-sized insurance companies in the Northwest United States. Not only are they competing for talent with other mid-sized insurance companies, they are also competing against larger national insurance companies.[249] To differentiate themselves from competitors, PEMCO launched a talent development program that empowers employees to steer their development, based on self-awareness, along three possible career paths: self-development, talent pools, or succession.[250] Employees are free to choose between staying the course in their current careers or exploring what is required for supervisory, management, or executive roles, as well as careers within PEMCO outside their specialty in areas such as customer service, human resources, or marketing.[251] This links PEMCO's talent development strategy to their employer brand, "Your PEMCO."[252]

The ITME model recommended by the ASB does not include any specific components that directly align with the talent management principle of employer branding through differentiation. However, ITME moderately adheres to this talent management principle. The Army possesses a differentiated brand from private sector corporations based on its mission. ITME will not change this fact, but it will lead to an overall improved talent management brand for the Army. Improved talent identification

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[249] Downs, 42.

[250] Ibid., 45.

[251] Ibid., 45-46.

[252] Ibid., 47.

and assessment techniques, teams designed for performance, tailored learning and development plans, and leveraging the most recent advances in technology and science will all become part of the Army's brand. As a result, ITME will make the Army talent management commensurate with those systems employed in the private sector and ultimately make the Army more competitive in the "War for Talent."

<u>Overall Integrated Talent Management
Enterprise (ITME) Assessment</u>

The ITME recommended by the ASB strongly or moderately adheres to all the principles of effective talent management identified in the 2012 MIT Sloan paper. Based on this, it is assessed that ITME meets the criteria of an effective talent management strategy. The Integrated Talent Management Enterprise (ITME) Assessment Table (see table 1) consolidates the finding in this chapter, per talent management principle, in order to provide the reader a reference regarding the overall assessment of ITME. Column 2 of the table identifies the specified components or recommendations included in ITME that align with the talent management principle. Column 3 is the assessment of how ITME adheres to the talent management principle (strongly, moderately, fails). Column 4 is an assessment of how ITME will impact future Army talent management strategy.

Table 1.   Integrated Talent Management Enterprise (ITME) Assessment Table

Talent Management (TM) Principle	Specified ITME links to TM Principle (stated components or recommendations)	How ITME Adheres/ Aligns to TM Principle	Assessed impact of ITME on Army TM Strategy
1. Alignment with Strategy	1. Talent Management defined as "Align talent with current and future Army requirements" 2. Workforce Planning beyond POM cycle & based on unified talent assessment and acquisition protocol 3. Creation of a Talent Proving Ground	Strongly	Establishes farsighted Army Talent Strategy that better leverages officer talents in support of future Army requirements
2. Internal Consistency	1. Integrate talent management functions, policies, management and infrastructure 2. Creation of a Systems Integration Lab 3. Creation of a Talent Pool through Broadening Assignments	Strongly	Establishes coordinated and deliberate Army Talent Management Strategy
3. Cultural Embededness	1. Creation of a Talent Pool through Broadening Assignments	Moderately	Mitigates Army "muddy boots" culture through better balance of branch specific tactical assignments and broadening assignments
4. Management Involvement	1. Designed and implemented under a single leader 2. Creation of a Talent Proving Ground	Strongly	Establishes position of "Chief Talent Officer" for the Army
5. Balance of Local and Global Needs	1. Guided by philosophy of mission command 2. Performance Management- teams designed for performance and fit 3. Tailored learning and development paths	Strongly	Increases flexibility in execution of Army's Talent Management Strategy-common understanding of the Army's overall talent management strategy (global needs) with decentralized execution (local needs)
6. Employer Branding through Differentiation	N/A	Moderately	Enhances Army career development "brand." Makes it commensurate / better able to compete in "war for talent" with private sector

Source: Created by the author. This table consolidates the authors overall narrative assessing ITME against the Six Principle of Effective Talent Management.

ITME will impact future Army talent management strategy in a manner described hereafter. First, ITME will establish a farsighted talent management strategy for the Army that will better leverage and align officer talents in support of future Army requirements. Second, ITME will establish a coordinated and deliberate talent management strategy for the Army that will synchronize the components of talent management with overall Army strategy. Third, ITME will mitigate the impact of the Army's "muddy boots" culture on career management by achieving a better balance

between tactical branch specific assignments and broadening assignments. Fourth, ITME will establish the position of "Chief Talent Officer" for the Army who will establish a unifying vision for future Army talent management strategy. Fifth, ITME will increase the flexibility of Army talent management strategy. Finally, ITME will enhance the Army's career management "brand" and make it more competitive with the private sector in the "War for Talent."

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

The *2014 Army Strategic Planning Guidance* (ASPG) as well as the *2014 Army Operating Concept (AOC)* both highlight that adaptive and innovative leaders are an essential requirement for the Army in the complex and uncertain future environment.[253] However, the criticism of the Army's current system of officer talent and career management are that it is an "archaic" system that works counter to this strategic requirement.[254] In addition, a September 2014 study conducted by the Army Science Board (ASB) determined that the strategic goals of the Army are incompatible with its current system of talent management.[255] As a solution, the ASB recommends the Army institute an Integrated Talent Management Enterprise (ITME) that would enable the Army to produce the type of adaptive leaders required to "Win" in the complex future environment. The purpose of this thesis was to determine whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world.

In Chapter 4, "Analysis," of this study, a qualitative analysis was conducted of the ITME model proposed by the 2014 ASB. The intent of this qualitative analysis was to assess how ITME adheres to principles of effective talent management employed by successful private sector global corporations. The six principles of effective global talent

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[253] Department of the Army, *2014 Army Strategic Planning Guidance*, Foreword; TRADOC, TP 525-3-1, 14.

[254] Ferdinando.

[255] Springer.

management identified in the 2012 Massachusetts Institute of Technology Sloan School of Management paper (MIT Sloan), "Six Principles for Effective Global Talent Management" were the standards by which the qualitative analysis of ITME was conducted. The six principles of effective global talent management identified in the MIT Sloan paper are: (1) alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs, and (6) employer branding through differentiation.[256]

A four step methodology was utilized to conduct the qualitative analysis of ITME. First, each talent management principle was defined from the MIT Sloan paper. Second, examples were provided to illustrate how leading private sector corporations adhered to various principles of talent management. Third, based on the knowledge gained with respect to the talent management principles from steps one and two, components or aspects of ITME were identified that adhered to or aligned with each talent management principle. Finally, an assessment was conducted to determine whether ITME "strongly," "moderately," or "failed" to adhere to the talent management principle as described. "Strongly" was defined as ITME including specific components or making specific recommendations that directly aligned with that talent management principle. "Moderately" was defined as ITME including no specified component or recommendation; however the perceived effect of ITME would adhere with that talent management principle. "Failed" was defined as no specified component or recommendation, as well as no perceived indirect adherence with any of the talent management principles.

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[256] Bjorkman et al., 25.

Through this qualitative analysis, it was assessed that ITME strongly or moderately adheres to all the principles of effective talent management identified in the 2012 MIT Sloan paper. Overall, the research conducted shows that ITME meets the criteria of an effective talent management strategy. Further, the research conducted indicates that ITME will affect future Army talent management strategy in the following ways. First, ITME will establish a farsighted talent management strategy for the Army that will better leverage and align officer talents in support of future Army requirements. Second, ITME will establish a coordinated and deliberate talent management strategy for the Army that will synchronize the components of talent management with overall Army strategy. Third, ITME will mitigate the impact of the Army's "muddy boots" culture on career management by achieving a better balance between tactical branch specific assignments and broadening assignments. Fourth, ITME will establish the position of "Chief Talent Officer" for the Army that will establish a unifying vision for future Army talent management strategy. Fifth, ITME will increase the flexibility of Army talent management strategy. Sixth, ITME will enhance the Army's career management "brand" and make it more competitive with the private sector in the "War for Talent."

In this chapter, three recommendations will be presented concerning the implementation of ITME, as well as areas of further research to support future Army talent management strategy. The first recommendation is that the Army institute ITME as the framework to guide future officer talent management strategy. Second, that the Army conduct further research to identify and evaluate specific private sector talent management "best practices" for potential use as a component of the future Army officer talent management strategy. The final recommendation is that the Army utilizes the six

principles of effective talent management as an assessment tool for future Army talent

management decisions.

<div align="center">Recommendations</div>

The overall recommendation as a result of this research is that the Army institute

the Integrated Talent Management Enterprise model recommended by the 2014 Army

Science Board study as the framework to guide future officer talent management strategy.

ITME adheres to proven principles of talent management, which enables the Army to

manage the talents of its Officer Corps more effectively. This recommendation addresses

the concerns and criticisms of the Army's current systems of talent and career

management.

ITME establishes a deliberate and cohesive talent management framework for its

Officer Corps. This deliberate and cohesive talent management framework enables the

Army to promote and employ more effectively the skills, knowledge, and experience of

its officers. By establishing this framework, ITME addresses the concern that the Army is

not capable of producing the type of adaptive leaders it says are necessary to "Win in A

Complex World.[257] Further, ITME addresses the criticisms of the Army's current system

of career and talent management that it is rigid, "one-size fits all," and driven by a

"muddy boots" cultural bias toward depth in tactical assignments at the expense of

broadening assignment opportunities. ITME addresses these criticisms by embracing the

concepts of individualized learning and development, tailored career paths, and it

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[257] Springer.

includes a deliberate effort to ensure high potential officers have the opportunity to serve in broadening assignments.

The second recommendation is that the Army should conduct additional research to identify and evaluate specific private sector talent management "best practices" for potential use within future Army officer talent management strategy. Although the ITME model includes broad concepts and recommendations that adhere to the principles of effective talent management, it does not identify specific talent management practices that will be employed following implementation. As stated in the MIT Sloan paper, "In addition to adhering to a common set of talent management principles, leading companies follow many of the same talent-related practices."[258]

Additional research in the area of talent management "best practices" transitions the wide-ranging conceptual talent management framework established by ITME into detailed policies and procedures that will directly affect Army officers. Research within this area will be critical because the policies, systems, and procedures that serve as the detailed "how" within the ITME framework must reinforce and complement the linkages between ITME and the principles of effective talent management. If they do not, there will be a disconnect between what ITME is designed to do and how it is executed. This will result in mistrust of the overall talent management system within the Officer Corps and negate ITME's ability to serve as an effective officer talent management strategy for the Army. If the talent management practices employed to support ITME do not adhere to the principles of effective talent management, ITME will be just another "well

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[258] Bjorkman et al., 31.

intentioned modification" in the history of Army Officer Corps personnel management.[259]

Research within this area should include, but not be limited to: (1) how corporations employ technology to support their talent management strategy; (2) how corporations conduct assessment and talent appraisals of their employees; (3) how corporations design teams around employee talents; and (4) how corporations capture, track, and assess the skills, attributes, and experiences of their employees. The Army Science Board recommends the establishment of a Talent Proving Ground for the Army as a component of ITME.[260] The Army Talent Proving Ground would be the ideal Army organization to answer these questions and conduct further research in order to assess corporate talent management "best practices" for inclusion in future Army talent management strategy.

Finally, it is recommended that the six principles of effective talent management, identified in the 2012 MIT Sloan paper, "Six Principles for Effective Global Talent Management," be utilized by the Army as a litmus test to assess future talent management decisions. This recommendation is related to the Army's competition with the private sector in the "War for Talent." The principles of effective global talent management identified in the MIT Sloan paper outline how leading private sector corporations, such as General Electric (GE) and International Business Machines (IBM), recruit, employ, and retain the most talented employees to drive their business efforts. They view talent as a strategic asset that enables their business success. Therefore,

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[259] Adanshick, 35.

[260] Crannell, slide 18.

successful corporations ensure their talent management strategies and decisions are properly aligned to support this view.

The Army also views talent as a strategic asset, as indicated through the identification of Adaptive Army Leaders for a Complex World as a strategic priority in the *2014 Army Strategic Planning Guidance*.[261] Therefore, the Army needs to ensure that its future talent management decisions are consistent in practice with this belief. The six principles of effective talent management are a tool for the Army to ensure this alignment. Further, these six principles provide a standard by which the Army can measure its future talent management decisions against those of private sector corporations. By using private sector talent management principles as the standard, the Army will shape its future talent management strategy commensurate with that of the private sector and ensure the Army is competitive in the "War for Talent."

Conclusion

The intent of this study was to determine whether an ITME will serve as an effective talent management strategy for the Army and therefore be capable of supporting the Army's strategic requirement of adaptive leaders for a complex world. In chapter 1, the research topic was introduced by identifying the Army's adaptive leader requirement and by highlighting the criticism that the Army's current system of career and talent management is incapable of meeting this requirement. Chapter 1 concluded by introducing the Integrated Talent Management Enterprise (ITME) model as a potential solution to future Army talent management strategy. In chapter 2, a literature review was

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[261] Department of the Army, *2014 Army Strategic Planning Guidance*, 18.

provided that was outlined by research focus areas. Chapter 3, "Research Methodology," described the manner by which a qualitative analysis would be conducted to assess ITME. In chapter 4, a qualitative analysis was conducted of ITME and it was assessed that ITME adheres to the principles of effective talent management and that it could serve as an effective framework for future Army officer talent management strategy. Finally, in chapter 5, recommendations were made for areas of additional research within this topic as well as recommendations concerning the Army's future employment of ITME.

As a result of the research and analysis conducted within these five chapters, it was determined that ITME adheres to the principles of effective talent management. As a framework, ITME will ensure future Army officer talent management strategy is aligned with strategy, is consistent, culturally attuned, leader driven, flexible, and enhances the Army's brand. An Army talent management strategy with these characteristics will more effectively meet the Army's strategic requirement of "Adaptive Army Leaders For a Complex World."[262]

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[262] Ibid.

GLOSSARY

Army Science Board (ASB). The ASB is the Department of the Army (DA) senior
scientific advisory body. The ASB advises and makes recommendations to the
SA; Chief of Staff, Army (CSA); ASA(RDA); the Army Staff; and major Army
commanders on scientific and technological matters of concern to the Army
Research, Development, Test, Evaluation, and Acquisition (RDTEA) Program.[263]
ASB membership is composed of civilians or non-Department of Defense (DoD)
Federal employees with scientific, engineering, industrial backgrounds, or
backgrounds in other professional disciplines as needed; the ASB is currently
authorized 100 members.[264] For the purpose of this thesis, the ASB refers
specifically to the summer 2014 ASB study concerning Talent Management and
the Next Training Revolution. The scope of the ASB study was to develop a
concept of talent management that the Army should use to describe individuals
and teams through 2030; examine current technologies and trends employed in
talent management, to include recruiting, training, and retention; and develop a
roadmap for the employment of promising talent management systems, associated
technologies, and best practices, taking into consideration the unique nature of
military service.[265] The ASB Talent Management study was chaired by Ms. Mary
Crannell and consisted of fifteen other ASB members. Research conducted by the
ASB within the topic of Army Talent management consisted of over 277 primary
sources, 170 contacts and 69 visits to include Army organizations such as Cadet
Command, Recruiting command, and Human Resource Command as well as
private sector corporations such as Microsoft, INTEL, and Universal Studios.[266]

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[263] Department of the Army, Army Regulation 15-8, *Army Science Board*
(Washington, DC: Government Printing Office, May 1988), 1.

[264] Ibid.

[265] Department of the Army, "Army Science Board Open Meeting Notice,"
Federal Register 79, no. 112 (June 11, 2014), accessed April 14, 2014,
http://www.gpo.gov/fdsys/pkg/FR-2014-06-11/pdf/2014-13549.pdf.

[266] Crannell, slide 4.

ARMY SCIENCE BOARD TALENT MANAGEMENT PRESENTATION

Talent Management (TM)

Army Science Board

September 18, 2014

Army Science Board   1

TOR & Scope of the Study

- **Answer the following four questions:**

  Q1. What is the Army currently doing to select and advance talented individuals and teams?

  Q2. Is it possible to transfer best practices in recruitment, training, and retention to the Army?

  Q3. Does the Army have pockets of innovative TM practices that it should bolster?

  Q4. What tools (big data, predictive analytics, etc.) and techniques (customized training) are other organizations using to manage talent?

- **Evaluate current talent management technologies, including recruiting, training, and retention**

- **Provide a definitive concept of talent for army active component through 2030**

- **Develop an Army roadmap for employing promising talent management technologies**

Study Focus was on Active Component Officers, but results are relevant to Army Enlisted and Army Civilians   2

Study Focus Officer Active Component

Chart legend: Officers, Enlisted, Civilians

Y-axis: 0 to 450,000
X-axis: Army Personnel

As of July 2014

TM Team & Study Methodology

ASB Members

Ms. Mary Crannell, Chair
Dr. Lester Martinez, Vice Chair
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Dr. Siddharta Dalal
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Dr. Chris Rose
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LTC Andrew Sherman, Study Manager
Mr. Mark Swiatek, Technical Writer

Over 277 primary sources, 170 contacts and 69 visits:

Cadet Command
Recruiting command
HRC (MG Mustion / Staff)
DA G1 (LTG Bromberg /Staff)
ASA for Manpower&Reserve Affairs
CAC (CGSC, CAL, MCCoE, CAC CG)
USMA (BSnL, Dep CMDT, Cadet Interviews)
MCoE (CG, CoS, BOLC, MCCC, OCS)
TRADOC DEP CG
Human Dimension (MG Hix / Staff)
INCOPD
National Training Center (MG Martin / Staff, 2-25SBCT)
USMC HRC (LTG Milstead / Staff)
DUSA (Data Analytics)
War College
Universal Studios
INTEL
Microsoft
Boston Consulting Group
Stanford University
IPPSA

Strozzi Institute
GILD
Google
NFL
Procter and Gamble
DARPA
Army Research Lab
Army Distributed Learning
Army Research Institute
Department of Education
Army Reprogramming Analysis Team
4th ID (Training Support Center, DIV G1, Soldier Interviews)
MG (R) Scales-Interview
LTG Brown-Interview
GEN (R) Gorman-Interview
Office of General Counsel
LTG McMaster-Interview
IPPS-A
SRI
German Army
British Army
Talent Analytics
Unified Quest

Bottom Line Up Front

> **Find the talent,
> make them even better,
> build for the future**

- An Integrated Talent Management Enterprise (ITME) will be an important discriminator to underwrite future Army operational capabilities

- The existing talent management process is not an integrated enterprise, but at the same time has critical operational leader development and talent management features which must be part of a future ITME

- There are important, ongoing Army activities, building blocks are in place, and there are industry best practices that will transfer to create a ITME

- The most important first steps to be taken by Army's leadership are TM concept development, the ability to discover talent, and to test TM advances before introduction into the system

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Army Personnel Management ≠ Army Talent Management

Active-duty U.S. Army personnel (1940-2014)

PROJECTED 440,000 to 450,000

- Army workforce projections are based on numbers not skills or capabilities

- Commanders need a more comprehensive view of their Officers' talents

- **Army needs to know the potential of the force** – untapped talent resides within the force

The Army Needs ITME

TALENT MANAGEMENT: a _deliberate and coordinated_ process to optimize leader development practices and _align talent_ with _current and future Army requirements_ to improve the individual and the organization. Talent management is guided by the philosophy of mission command and is complementary to leader development.

ARMY SENIOR LEADERSHIP

| SA | CSA |
| USA | VCSA |

STAFF

ASA (MR&A) DA G1
DA G3
Senior Leader Development (GOMO / COMO)

ORGANIZATIONS

USACC TRADOC FORSCOM
USAREC IMT MCoE(OCS)
USMA HRC

Does not include all agencies that reside inside the organizations depicted that provide support to Talent Management

TOR Questions

Q1. What is the Army currently doing to select and advance talented individuals and teams?

Q2. Is it possible to transfer best practices in recruitment, training, and retention to the Army?

Q3. Does the Army have pockets of innovative TM practices that it should bolster?

Q4. What tools (big data, predictive analytics, etc.) and techniques (customized training) are other organizations using to manage talent?

Selecting and Advancing Individuals and Teams

Enterprise model is based on filling orders in the system. "Assignments are based on lack of _disqualification_," rather than _qualification_.

Proven track record of selecting and developing leaders for tactical and operational assignments

Army Leaders innovate and use "workarounds"
- Networking
- Local talent discovery
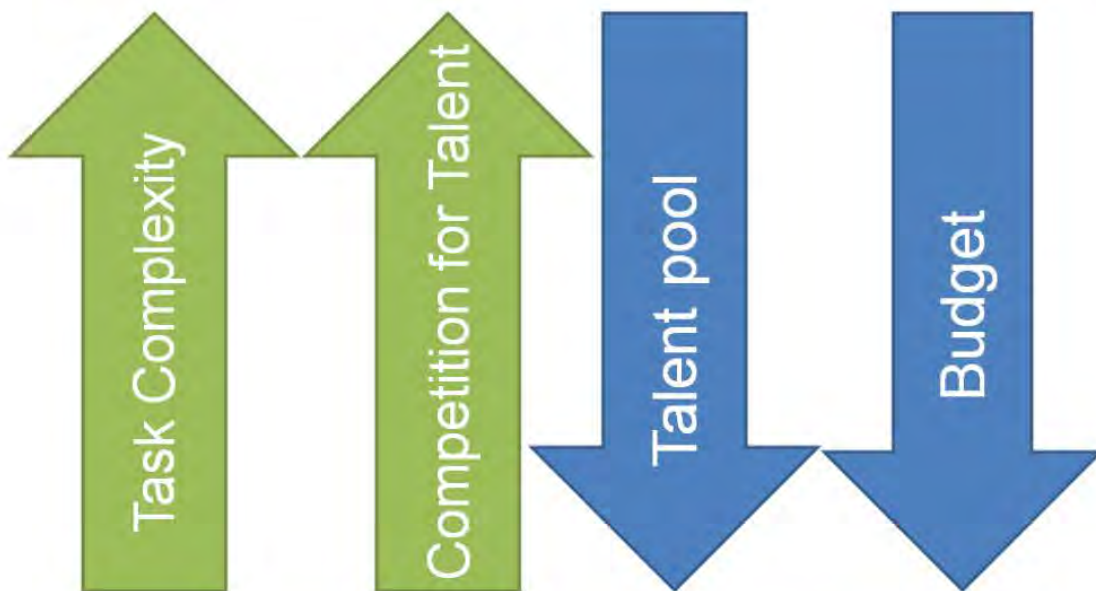- On-the-job adaptation to manage talent

Talent Management is "Ad Hoc"

9

Resourcing and Managing Talent is Now Critical

Task Complexity

Competition for Talent

Talent pool

Budget

TOR Questions

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Best Practices: Cultivating Individual and Team Talent

GE, Microsoft, Google, P & G, Intel and Universities view talent as a "strategic asset" – valuable, differentiating and difficult to imitate. Focus on accelerating the learning cycle and competing for the future.

Discover talent using predictive analytics

1. Workforce Planning

Predict, anticipate and understand why individuals leave

6. Retention

2. Talent Acquisition

Identify skills, interests and potential using multiple tools

Integrate talent management functions

Tailor career paths to individual needs

5. Succession Management

3. Performance Management

Design teams for performance based on skill and personality

Incentivize self-paced learning, teams designed for learning and encourage informal social learning

4. Learning & Leadership Development

Invest in strategic asset with tailored learning plans and leadership coaching/mentoring

Graph adaptation: Talent Management Scorecard

Employ innovative skill development

TOR Questions

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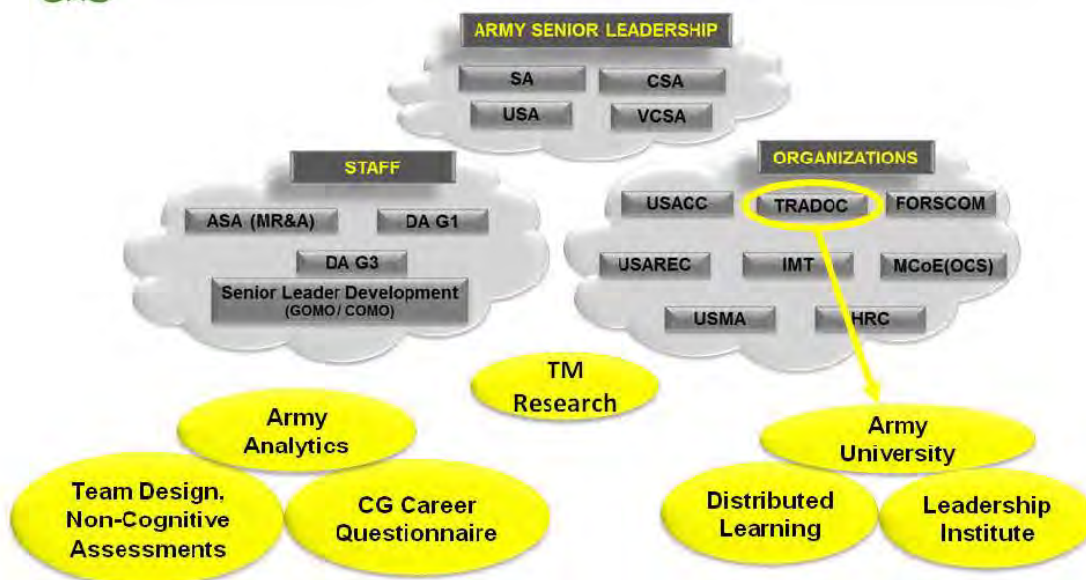
Army Best Practices

TOR Questions

Q1. What is the Army currently doing to select and advance talented individuals and teams?

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Q4. What tools (big data, predictive analytics, etc.) and techniques (customized training) are other organizations using to manage talent?

Best Practices from Outside the Army: Tools, Techniques and Technologies

Enterprise view of talent – leverage predictive analytics and forecast scenarios

Predictive analytics

Futurists informing

Predictive analytics for recruitment; multiple cognitive & non-cognitive assessments

1. Workforce Planning

6. Retention

2. Talent Acquisition

Integrate policy, management information and infrastructure

Deliberate matching of talent and career paths

5. Succession Management

3. Performance Management

Assignments, accelerated development & promotions

4. Learning & Leadership Development

Tailored, self-paced learning, assessments, and team design

Graph adaptation:
Talent Management Scorecard

R1: Enhance and Integrate TM

Findings:

- Current Army Personnel Management is Distributed, Siloed and lacks unified Senior Leadership

- Workforce Planning does not occur beyond the POM cycle

- Talent Acquisition does not use common talent assessment protocol across the enterprise system e.g. West Point, ROTC, OCS

- Performance management is not standardized across the enterprise system e.g. 360 evaluation/counseling not widely adopted

- ITME is essential for Army to create a *quality* force capable of meeting global challenges with fewer Soldiers

Recommendation:

SEC Army through CSA task TRADOC to design and implement an ITME under a single leader

R2. Enhance Army Learning and Leadership by Creating a Talent Proving Ground

Findings:

- Current Army training and education is not fully taking advantage of recent advances in neuroscience research, learning strategies, and educational technology

- Recent advances in sophisticated team design, customized learning, skill development (particularly in STEM) and leadership assessment are not being leveraged

- The Army lacks a talent management proving ground.

Recommendation:

SEC Army through CSA task TRADOC to create a TM proving ground to test latest advances

R3: Establish an Army ITME Systems Integration Lab (SIL)

Findings:

- Current Army TM System does not have a shared database for Officer management
- Technology infrastructure is not able to support enterprise data access and advanced analytics
- IPPS-A plans to integrate four HR / Financial databases
- AAG-PDE project provides unified / policy access to 250 Army databases

Recommendation:

ASA MR&A Sponsor an Army SIL with the following ITM Functions:

- Scalable data infrastructure using lightweight federated distributed database architecture
- Data management enabled by common data dictionaries and taxonomies
- Web-based portal for global ITM data, data analysis, and report access, controlled by Army roles and policies

R4: Create Talent Pool Through Broadening Assignments

Findings:

- The broadening assignment process is inconsistent across the enterprise, particularly in the Generating Force
- Formal process to identify leader pools for operational assignments
- Siloed process to identify leader pools to fill institutional assignments
- Building junior officer talent pool with potential to operate and to lead Generating Force organization is lacking

Recommendation:

SEC Army task CSA to sponsor a pilot project to build a talent pool for critical Generating Force positions through broadening assignments.

- Focus on the Generating Force
- Use predictive analytics, individual assessments and community of practice input to discover junior officers with strategic potential and to make assignments
- Develop and manage officers considering the following:
  - Identify specific developmental assignments and training
  - Create a team to manage the developmental assignments
  - Officers self nominate; pool does not limit operational assignment consideration

ITME Vision

Integrated Talent Management Enterprise

Workforce planning
Intentionally mature and document Soldier talents

Talent Acquisition
Identify each Soldier's talents through improved talent assessment

Performance Management
Identify untapped potential
Design teams for performance and fit

Individual silos to address personnel requirements

R1: Enhance and Integrate TM

R2: Create a Talent Proving Ground

No unifying vision with ability to see granules

Provide Commanders with portfolio of Soldier talents to assist development and to inform team composition

ARMY TODAY | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2025 | ARMY 2030

Numbers, not skills

R3: Establish an Army ITM SIL

R4. Create Talent Pool, Broadening Assignments

Need work-arounds and BNRs to truly manage talent

Provide Senior Leaders in-depth understanding of Enterprise-wide Talent

Learning & Leadership Development
Tailored learning plan for each Soldier and learning lab to test new ideas and technologies

Succession Management
Use data about each Soldier's talents to inform assignments

Retention
Use predictive analytics to recruit, select and retain

Conclusions

ITME for active component officers should:

- Be scalable (to enlisted & civilian force)

- Identify economies of scale

- Provide larger future return on relatively small investment

**Find the talent,
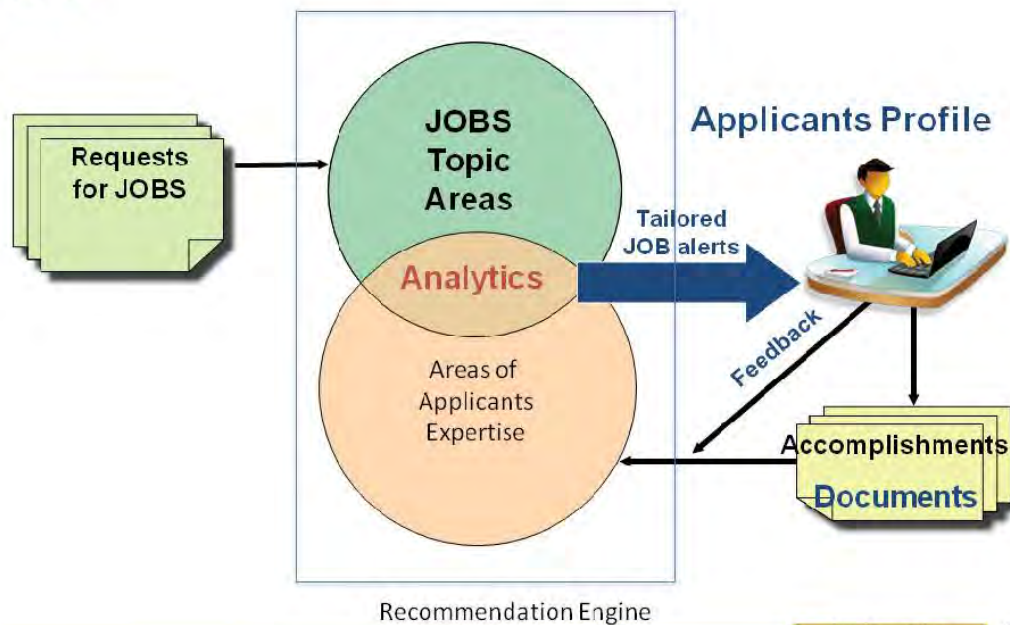make them even better,
build for the future**

Questions?

Match Strategic Talent to Broadening Assignments by Talent Labor Marketplace

Recommendation Engine

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